

Snoqualmie Fire Department

Washington

STRATEGIC PLAN

2017



Providing Expertise and Guidance that Enhances Community Safety

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070



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Introduction & Acknowledgements

Emergency Services Consulting International (ESCI) was contracted by the Snoqualmie Fire Department (SFD) to facilitate and construct a three to five-year strategic plan. A strategic plan is short term (3–5 years), and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are included within an environmental scan; citizen feedback and internal stakeholder assessment (each discussed in detail within this report). The scan is intended to identify structural, cultural or other potential obstacles that may impede progress on the work plan. In short, combined the two elements provide context by which the department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and divide the process into smaller components to ease implementation. Once a strategic plan is created and adopted, the elements are divided among the members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

ESCI thanks the members of the Snoqualmie Fire Department for their dedication and commitment to the strategic planning process. The citizens, administration, support staff and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community. Also, the ESCI team was struck by the high level of engagement by the citizens attending, and the focused engagement of the internal planning team. The ESCI facilitators enjoyed the interaction and getting to know the community and the department.



Citizen Forum Participants

- Fuzzy Fletcher
- Matthew Laase
- Lisa Nelson
- Thomas Parker
- Lee Prewitt
- Rod Roadifer
- Dick Scheel
- Robert Wotton
- Marcus Sarracino
- Luke Marusiak
- Ryan Gordon
- Julie Gran
- Jeff Mihal
- Heather Palmerini
- Carol Peterson
- Karl Reinsch
- Jim Rowland
- Tom Wood
- Paul Sweum
- Jordon Gaffey
- Jonas Means

Internal Planning Team

- Catherine Cotton
- Robert Angrisano
- Theresa Tozier
- Lucas Hughes
- Matt West
- Robert Lasswell
- Paul Marrero
- Courtney Luther
- Kristina Myers
- Greg Prothman
- Kelly Gall
- Michael Stevens
- Lynn Hyde
- Matt Mundy
- Brianna Smith
- Jake Fouts



Letter from the Fire Chief

As Fire Chief, I feel blessed to work in an incredible and supportive community with many outstanding professionals, and with a very supportive city administration. These three elements are the foundation for what makes the Snoqualmie Fire Department both special and great. But this is not enough in today's world.

Providing contemporary services at a level of excellence is a challenging task for many organizations. To do this right, an agency must be passionate about the services they provide, be aware of the environment they are working in, and plan for the future to avoid obstacles. To best accomplish this goal, the Snoqualmie Fire Department has chosen to adopt a strategic plan that will be woven into the fabric of the organization and guide the organization for the next five years.

To establish the most balanced planning results, the fire department recruited Emergency Services Consulting International (ESCI) to complete this work. ESCI is a nationally recognized emergency services consulting agency and is highly respected in the fire service profession. They have written multiple fire-service based strategic plans, organizational assessments and master plans for both large and small fire departments. ESCI is headquartered in the Pacific Northwest and embraces the culture of this region.

The fire department also invited community members and internal fire department personnel who care deeply about the City and Fire Department. This approach balanced both the needs of the community and the interests of the Departments most valuable resource. This approach and energy given by these groups shines within the results of the document.

The remainder of this document sets the stage for the organization's future; a roadmap if you will. It addresses all facets of the organization from budget through the services we provide. This wholistic approach will continue to raise the quality of the services we provide, and introduce best practices into all areas of the organization. It will also look for opportunities that furthers the culture of excellence the department has embraced. These future-endavors cannot be completed successfully by one person or one group of people. As how this document was developed, its execution will be a culmination of work driven by many stakeholders including the community, city government, volunteer responders, career responders and the IAFF Local 2878 members. Without these stakeholders, we will never complete the extraordinary work that is set for the future of this organization.

Lastly and most importantly, I would like to extend my most heartfelt thanks to all the members of the community and the Department who generously gave their time in the crafting and developing this strategic plan. I would also like to thank the Mayor and City Council for their support of both the development and adoption of this plan. Without this dedication, we would not have developed such a remarkable plan.

Sincerely,

Mark Correia, Fire Chief



Letter from the Mayor

Through the expertise and responsiveness of the Snoqualmie Fire Department, residents, businesses, and visitors enjoy a high quality of public safety services. Regardless of the incident type, the department is resourceful in meeting citizen needs for fire and emergency medical services.

In addition to the emergency services they provide, department personnel perform community education and outreach on topics such as emergency preparedness and ongoing safety programs. One recent and very successful example was partnering with Domino's Pizza to promote safe operation of smoke alarms while delivering pizzas to the community.

A key component of the department is the Snoqualmie Volunteer Firefighter Association, a non-profit organization that helps support Snoqualmie Fire Department special equipment purchases as well as community events, public safety and fire education. Without this partnership, the Department would not be as successful as it is today.

Ongoing training is another area of emphasis for the department, whose personnel engage in coursework to meet FEMA standards as well as connecting with regional agencies to ensure emergency preparedness.

The strategic planning process will ultimately raise the level of services being provided by the department. This document will guide the organization consciously into the future and will realize many benefits to this great community.

Through continued initiatives such as a robust volunteer firefighter staff, a well-trained, adequately staffed career force and strong partnerships with community and regional agencies, the Snoqualmie Fire Department will continue to play a vital role in our community's success.

Sincerely,

Mayor Matthew R. Larson,
City of Snoqualmie



Planning Methodology

“Change is the law of life. And those who look only to the past or present are certain to miss the future.” – John F. Kennedy

President Kennedy’s quote above is profound on many levels. It starts with a self-evident truth...*the only constant is change*. It implies one must be prepared for the future, so there must be a plan. Those who do not prepare for the future are bound to be left to react to what occurs instead of being prepared for it. He also infers those who only look at the past or present are certain the miss the future. While it is true valuable lessons can be learned from the past or present, it is also true one must also prepare for the future, which is why this plan uses information from the past, current perspectives from the community and members of the department, and anticipates the future based on trends to set a course for the next five years.

This strategic plan focuses the organization toward a common work plan. If all elements of the organization are pulling in the same direction, it becomes a force multiplier. Any elements working contrary to the plan is wasted energy at least, and disruptive to the rest of the organization at its worst. A plan—complete with goals, timelines, assignments, and incremental steps which can be measured—creates a roadmap for an organization to follow. An organization focused on where it is going, understands the environment in which it must operate, and identifies how to get there has the best chance of meeting the needs of its community and achieving its vision. This planning process serves to refresh the organization’s continuing commitment to professionalism and set the path toward future success.

The approach taken in this planning process included an in-depth environmental scan from the perspectives of the internal line staff, the elected officials, and administration, using the SWOT Analysis (strengths, weaknesses, opportunities, and threats) approach. Feedback from these areas is summarized later in this report.

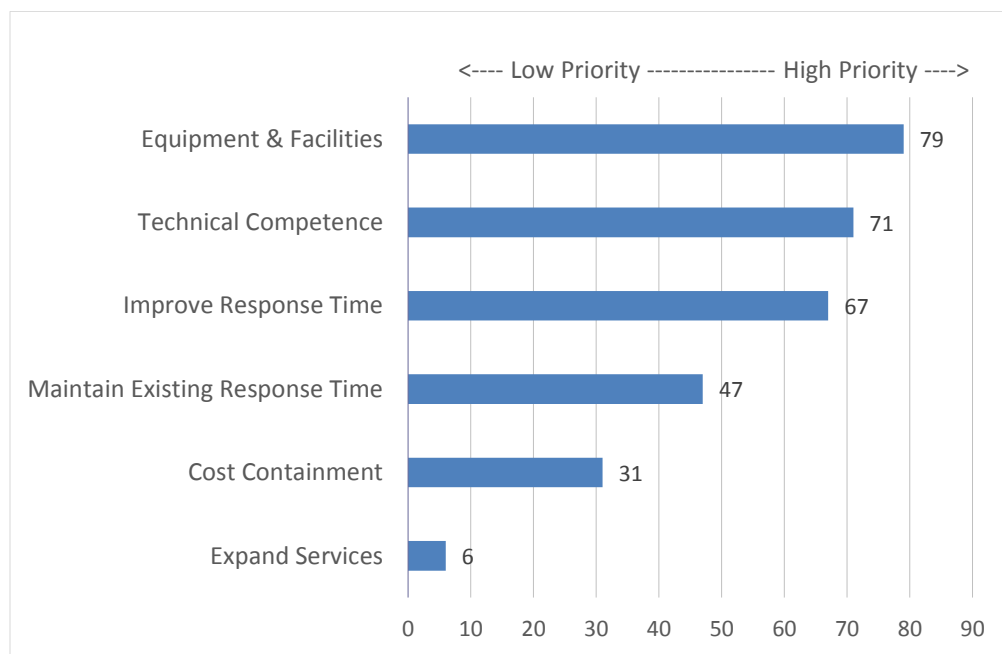
In addition, citizen feedback was gathered at a citizen forum. The attendees were given an orientation of the department, providing them with a basic understanding of contemporary issues facing their fire service delivery system. They then prioritized the services provided by the department, and their unique perspective on future planning priorities. This information was then presented to the internal planning team, informing them of the planning and service priorities the citizens identified, as well as their attitudes and opinions about staffing, response and cost components of the department. The following graphs illustrate the attendee’s responses and should serve to guide the department as it develops its five-year strategic plan.



Citizen Forum Results

It is important the customer—the end user of the services provided by the fire department—provide significant guidance and input into future department service priorities. Twenty community members participated in an evening forum to learn about the department’s mission, services delivered and current service delivery performance, and provide feedback through a structured, facilitated survey. They represented citizens, area businesses, and other local governments. The following figures illustrate the attendees’ responses and should serve to guide the fire department as it develops its strategic plan for the next five years.

Figure 1: Citizen Planning Priorities

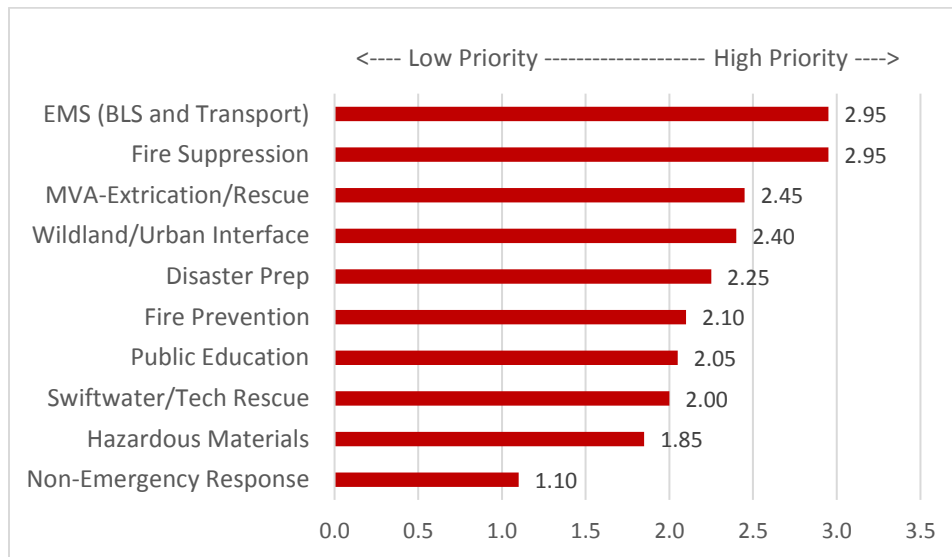


The citizen forum participants prefer reliable equipment and facilities, a high state of readiness to respond to emergencies (technical competence), and a high emphasis on improving response times, as opposed to just maintaining them. Of lesser importance is maintaining response time (preferring to improve them), Cost containment and expansion of the existing services are of lower priority, which may reflect a high degree of satisfaction in those areas.

The citizens represented were then asked to identify the most important functions and services the department provides based on the list of services currently provided and rank those services. In this case, the respondents were asked to place a value of 1, 2, or 3 alongside each of the services listed. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The participants were also asked to cross out any service it felt was not appropriate to provide or add a service where they believed a gap existed. The following chart describes the results of the service priorities.

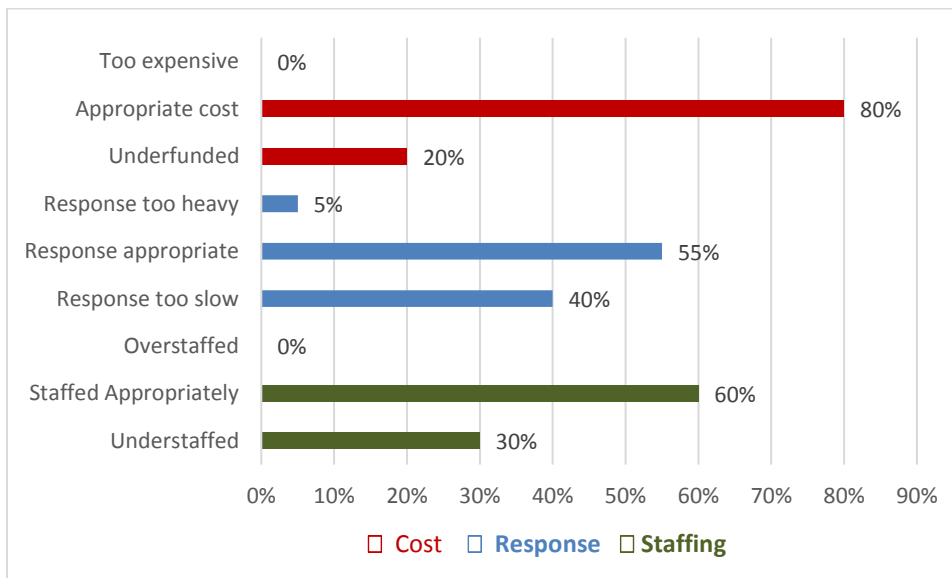


Figure 2: Citizen Service Priorities



It is clear the citizens prioritize the primary emergency response services—Fire and EMS—above all other services. This is not to say they do not value the other services. Indeed, only two services—hazardous materials and non-emergency response—were ranked as a low priority. Finally, the forum participants were asked to rate and compare the cost of service, response performance and staffing. The following charts describe the opinions of the forum attendees.

Figure 3: Response, Staffing & Cost Survey



These three simple survey charts illustrate that Snoqualmie Fire Department is viewed as having an appropriate cost for the service (80%); provides an appropriate response (55%), with a sizable minority feeling the response is too slow (40%); and is appropriately staffed (60%), with a sizable minority feeling the department is understaffed (39%). However, it is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be



an accurate predictor of similar results of a broader survey. It is a reflection of the opinions of those in attendance, armed with some background information about SFD's service delivery system and the challenges and limitations it faces. This result reinforces ESCI's assertion that community outreach provides the opportunity to educate the community about the fire department's service delivery system and its limitations to the broader community. It is clear the department enjoys a great deal of respect and confidence from its citizenry.

Fire Department Staff Survey Results

Prior to ESCI's arrival, a survey instrument was distributed to all department members. ESCI uses this survey to learn more about the department's internal dynamics. The results from these surveys helps in developing a relevant and efficient planning workshop.

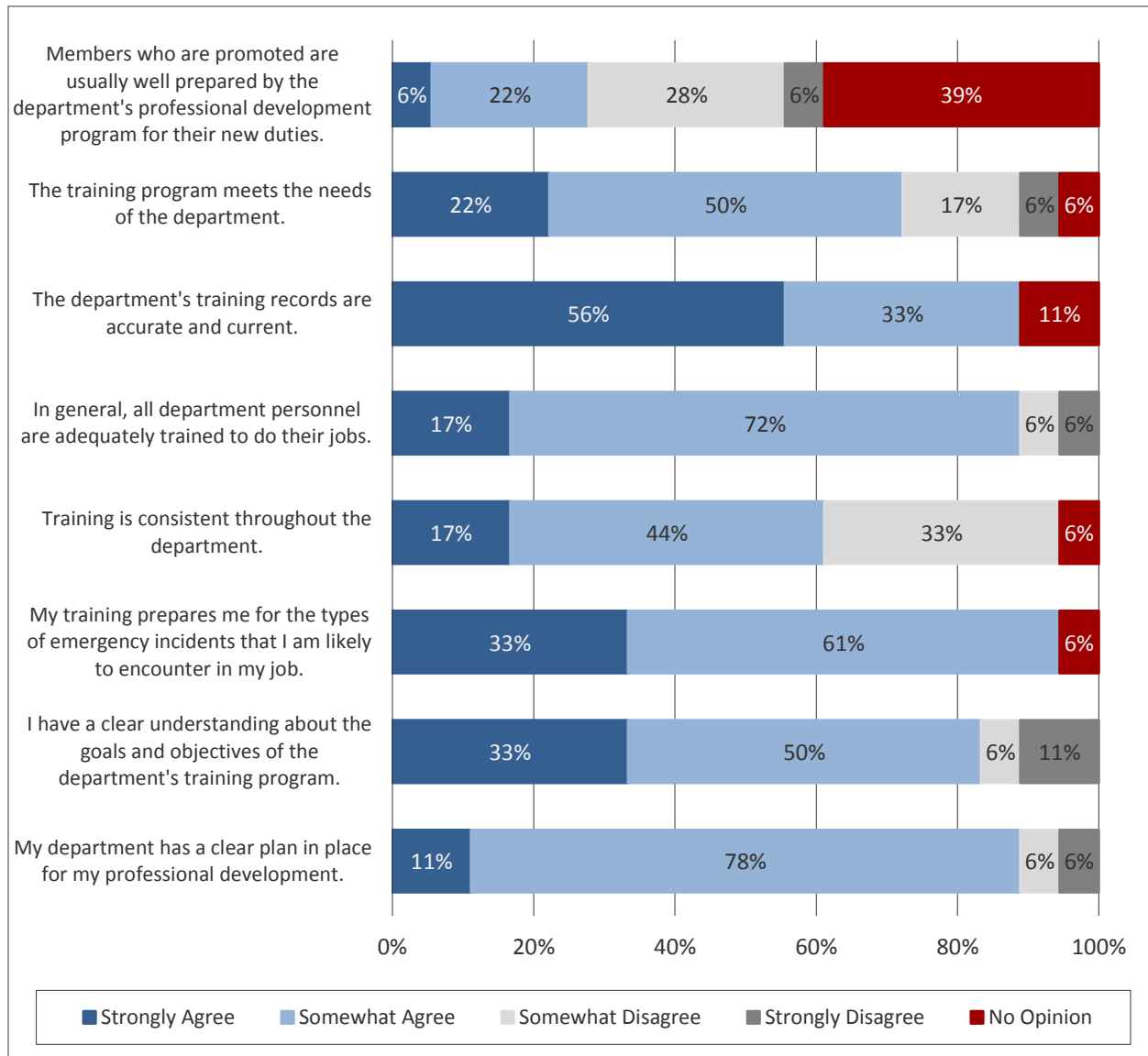
Figure 4: Respondent Demography

Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
Three to ten years	42%
Ten to twenty years	32%
More than twenty years	26%
<i>Total Years of Service at Snoqualmie Fire Department:</i>	
Zero to five years	60%
Six to ten years	10%
Ten to twenty years	25%
More than twenty years	5%
<i>Current Position:</i>	
Command Staff	5%
Company Officer	15%
Line Staff	60%
Support Staff	20%

Out of 32 members, 21 responded to the survey, which is 65.6% of the membership. ESCI was pleased with this level of participation, as a return rate of 50% is considered excellent participation.

It is interesting to note the level of experience of the respondents, with almost 60% having ten years or more experience in fire services. However, 60% of the respondents have been with the Snoqualmie Fire Department for five years or less.

Line staff accounted for the largest group of respondents out of the total department membership (60%). ESCI was pleased to note 75% of the respondents were line staff and company officers; those who perform "hands-on" emergency response field work.

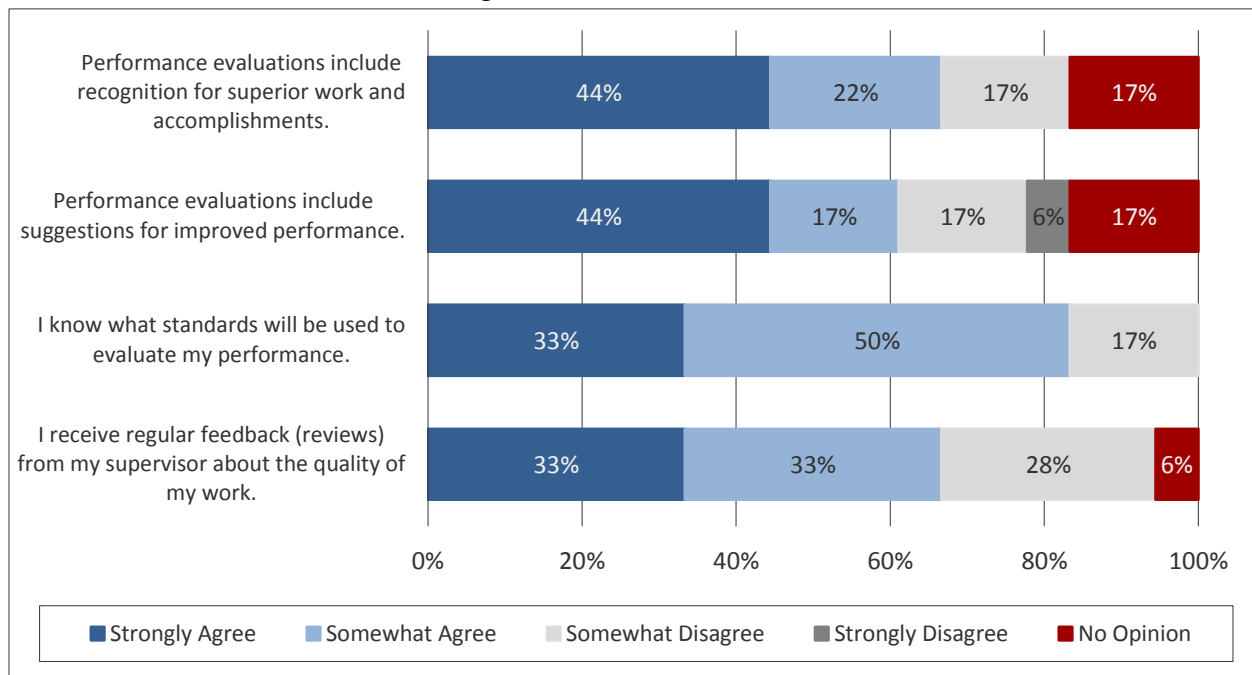
**Figure 5: Training and Professional Development Opportunities**

Questions related to training and professional development yielded some interesting results. The highest level of agreement related to the adequacy of training necessary to perform the job. 94% of the respondents strongly or somewhat agreed their training was directly applicable to the types of incidents they encounter most often. The lowest score (61%) was related to the consistency of training, with 39% of the members somewhat disagreeing or having no opinion.

Only 28% of the members strongly agreed or somewhat agreed officers are well prepared by the department's professional development program. Curiously, 39% of the respondents had no opinion on this statement. However, they also expressed strong agreement and somewhat agreed (89%) the department has a clear plan for their professional development, with only 6% strongly disagreeing. This incongruence warrants further exploration to determine potential "disconnects" between command staff and firefighter expectations for developing, promoting and supporting new officers.



Figure 6: Performance Reviews

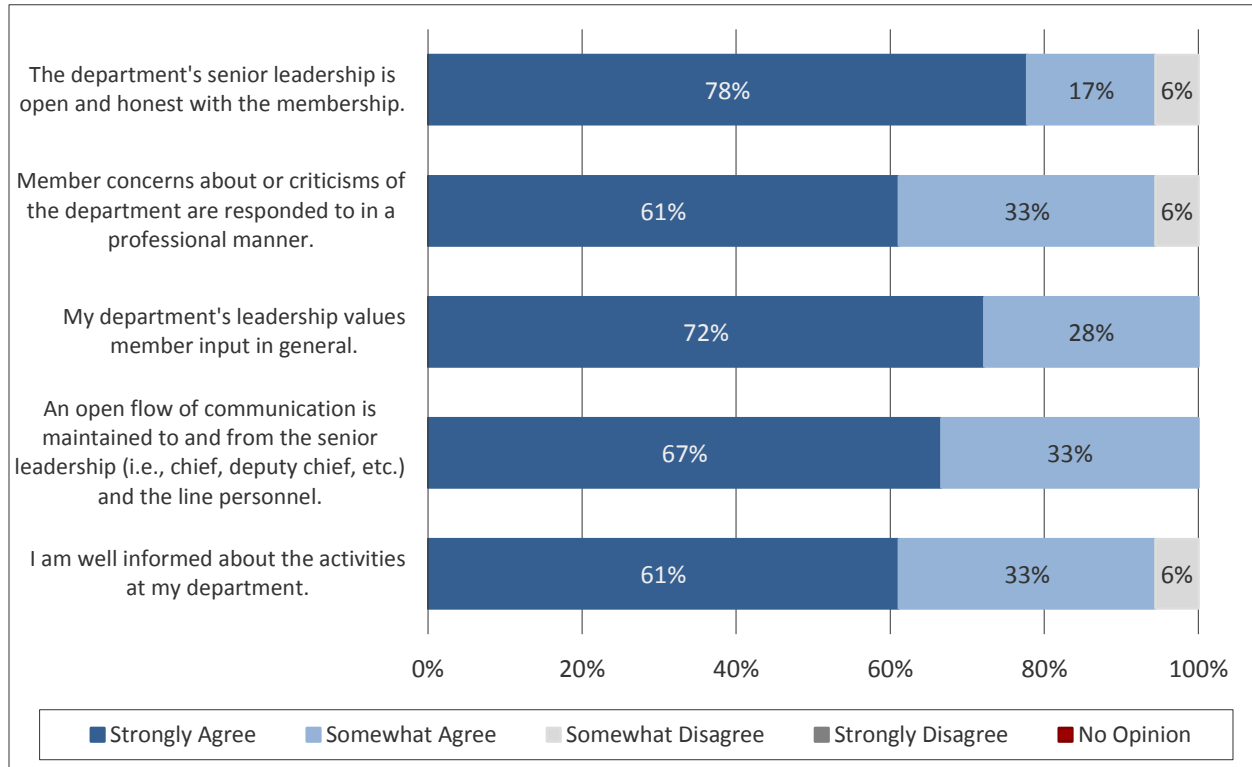


Timely, consistent and fair performance feedback is critical to the safe and efficient operation of a fire department and the professional well-being and career advancement of its employees. In reviewing the responses, over 60% of the respondents strongly agreed or somewhat agreed they received regular feedback, positive reinforcement, and suggestions for improvement. The highest agreement (83%) was related to knowing the standards used to evaluate performance.

This appears to be a strong area in the department. The execution of performance evaluations can be disastrous if not carefully implemented and supported. It appears the department's approach and method of communication in this regard is well received and supported by department members.



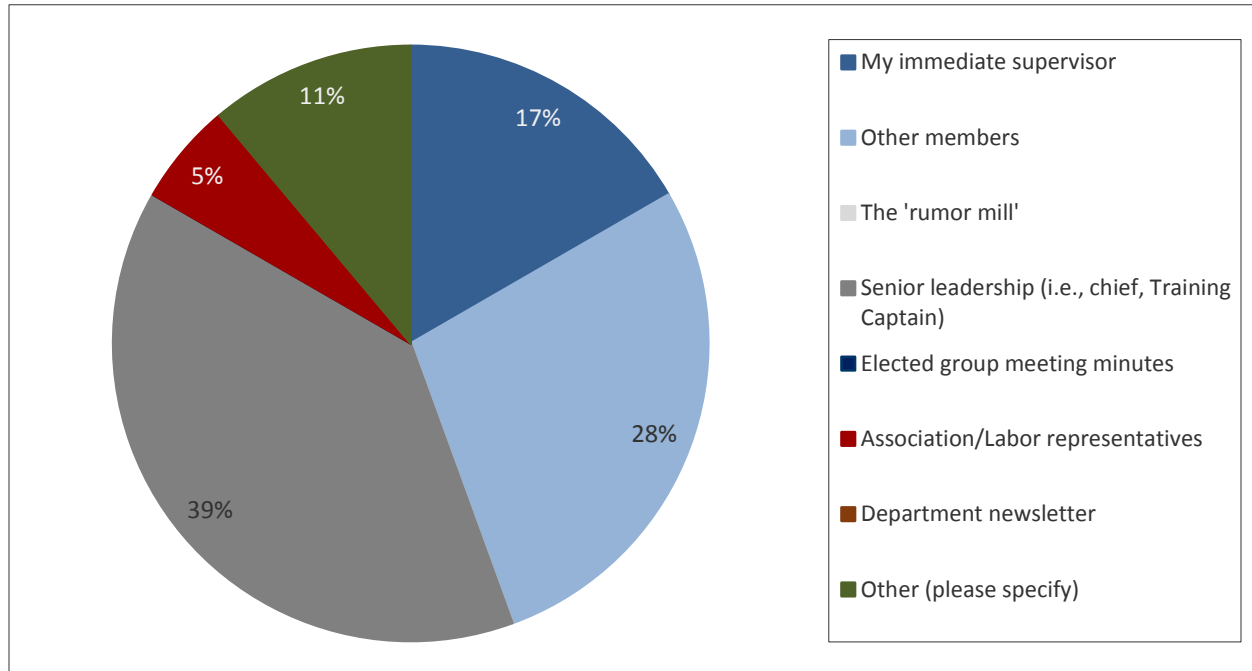
Figure 7: Communication



Issues with communication are often at the root of many organizational issues and problems faced by fire departments. However, in Snoqualmie Fire Department's case, an overwhelming majority of respondents feel the department's senior leadership does a good job of communicating and engaging with their employees. 100% of the respondents strongly or somewhat agreed the senior officers maintain open communication with line personnel, and line personnel feel their input is valued. This is extraordinary, and may reflect the small size of the department and resulting absence of organizational communication barriers plaguing larger departments. However, as indicated in our evaluation of the next set of statements, there may be inconsistencies in how communication is perceived versus how information is shared.



Figure 8: Sources of Information



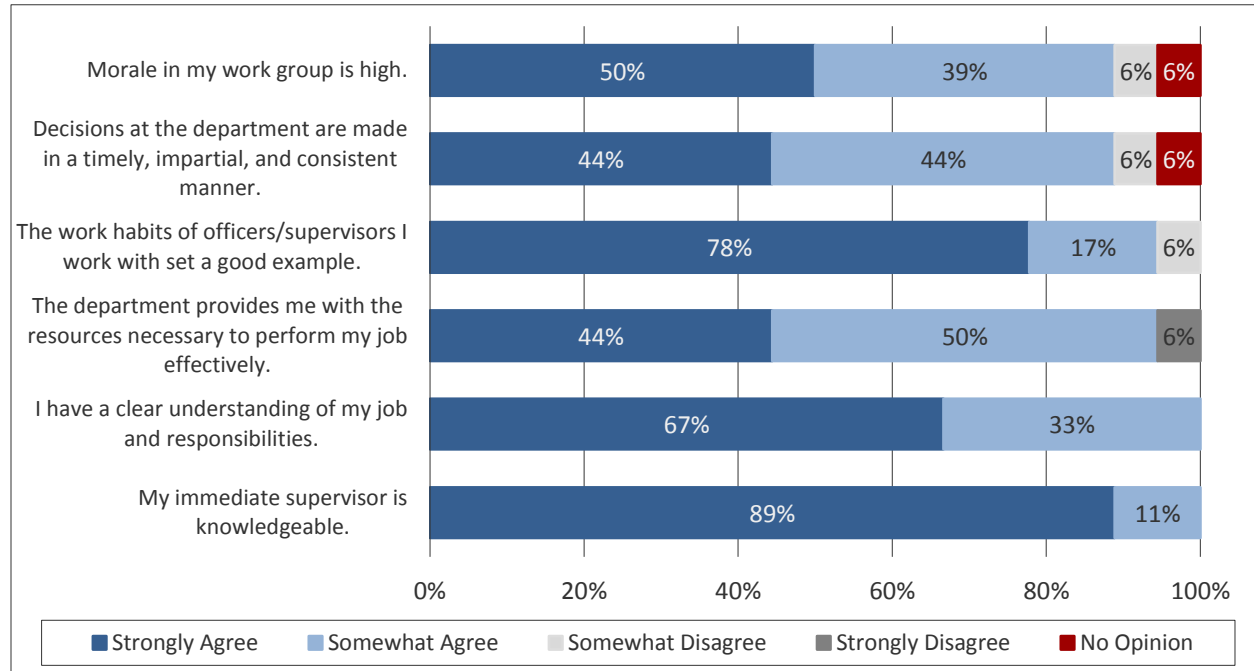
Information shared by line officers and other members comprised 45% of the information source responses. The majority of respondents cited senior leadership (39%) as their primary source of information about the activities and issues in the department. The response aligns well with the results shown in Figure 7. This indicates senior leadership is effectively communicating with the department, and the level of trust in the organization for senior leadership is high. It is significant to note none of the respondents selected “the rumor mill” as a key source of information. This is a problematic area in many fire departments. In the fire service, absence of information is usually filled with rumor and speculation. The lack of respondent agreement with rumors being a source of information at all is evidence of a quality and frequent level of communication occurring in the department through official channels.

“Other” answers included:

- Emails, meeting/training announcements, text messages most commonly from Senior SFD leadership or Association leadership.
- Round table and officers’ meetings.



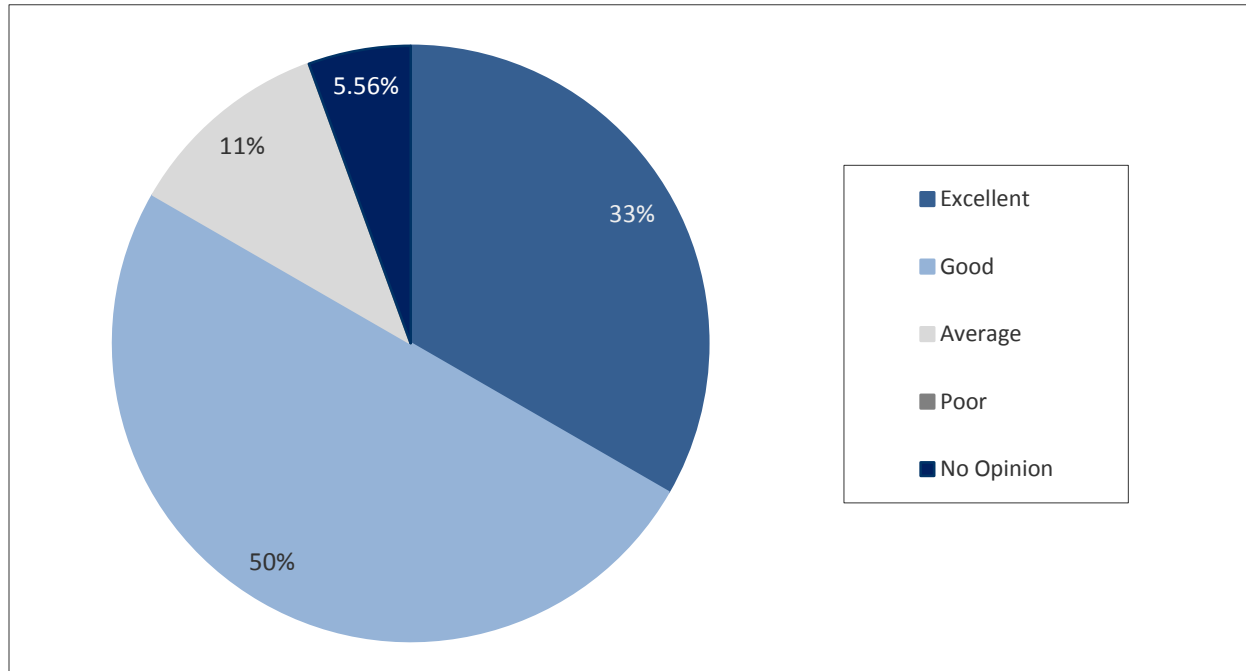
Figure 9: Work Environment



The responses indicate clearly the overwhelming majority of respondents feel they are supported by the department (94% strongly agree and somewhat agree), have clear understanding of assigned tasks (100% strongly agree and somewhat agree), and feel their immediate supervisors are knowledgeable (100% strongly agree and somewhat agree). These responses appear to indicate a high level of trust and support within the organization, helping to bolster morale within the department (89% of the respondents strongly agreed and somewhat agreed to the statement of high morale within their work group).



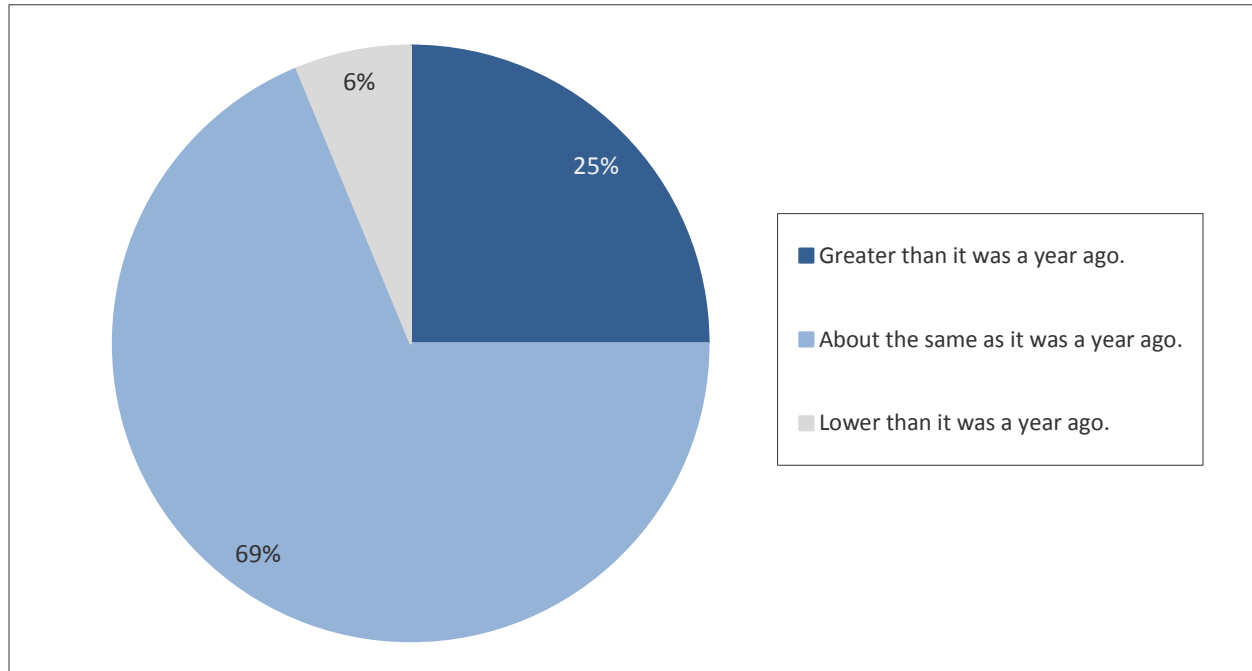
Figure 10: Perceived Department Morale



Eighty-three percent (83%) of respondents strongly agreed or somewhat agreed department morale was perceived to be at least good. This is a very strong positive finding, and is consistent with the findings listed in Figure 9. Strong communication and engagement by senior leadership may be key contributing factors in this perception. Efforts should be made to confirm this observation, and build upon it to ensure long-term success.



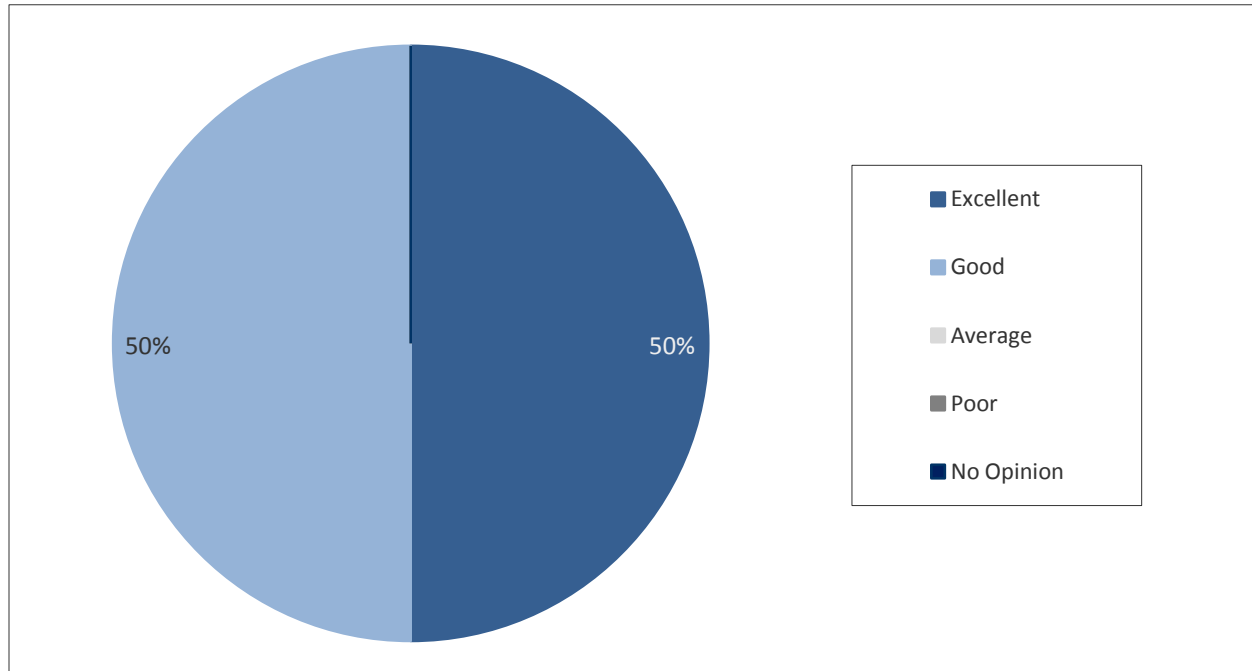
Figure 11: Perceived Employee Morale



This survey element attempts to evaluate individual morale rather than overall organizational morale, and compare it to the previous year. 94% of respondents feel morale is about the same or better than a year ago. While this is an outstanding percentage, the perceived morale slippage noted by some (6%) should be explored to determine the basis for their feelings.



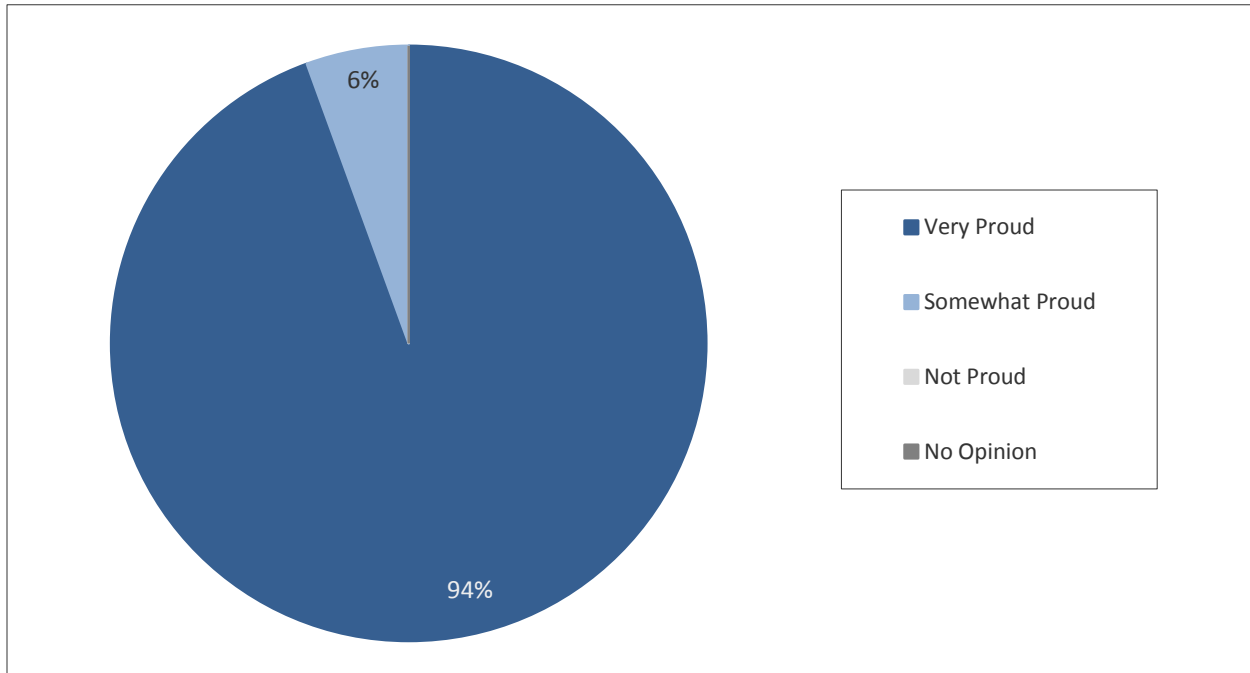
Figure 12: Rating of Personal Work Environment



This finding—100% of the respondents feel their work environment is at least good—is unusual, and may indicate confusion on the part of the respondents regarding differences between work environment, organizational morale, personal attitudes and opinions. This finding should be explored further in the strategic planning process.



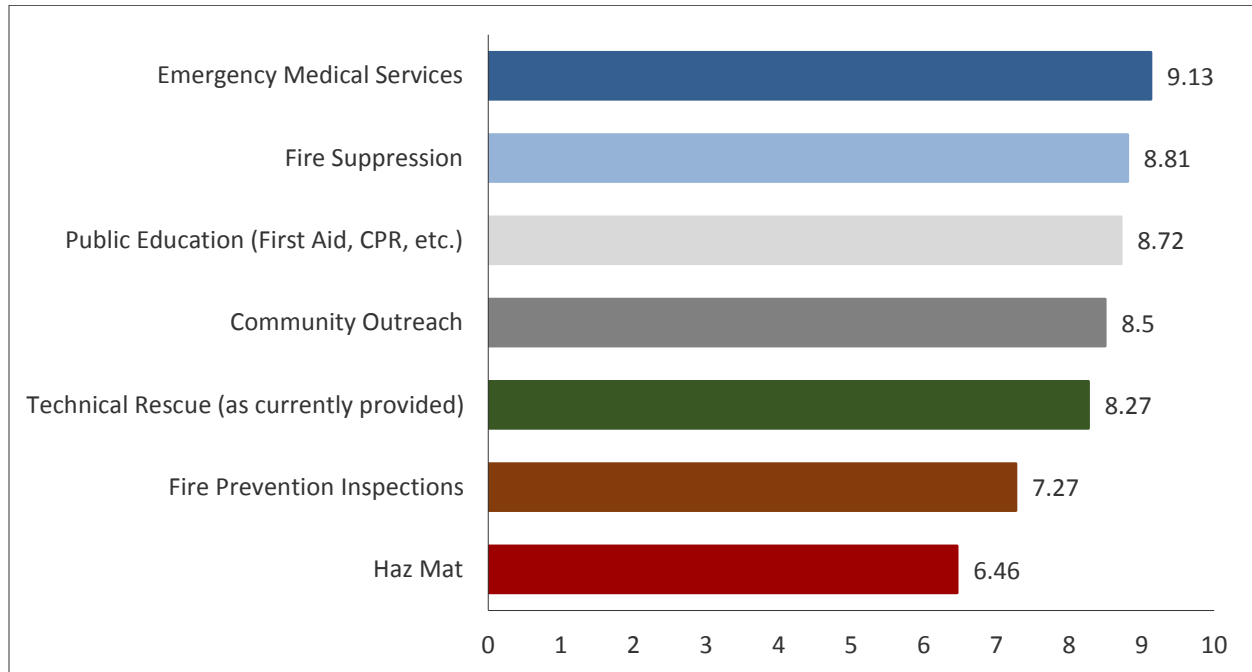
Figure 13: Member Pride



The City of Snoqualmie Fire Department firefighters are proud of their department and the work they do, as shown by a 100% response stating they are either very proud or somewhat proud to work for the department. This finding supports the other positive survey findings related to team and personal morale, effective communication and support from senior department leadership.



Figure 14: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?

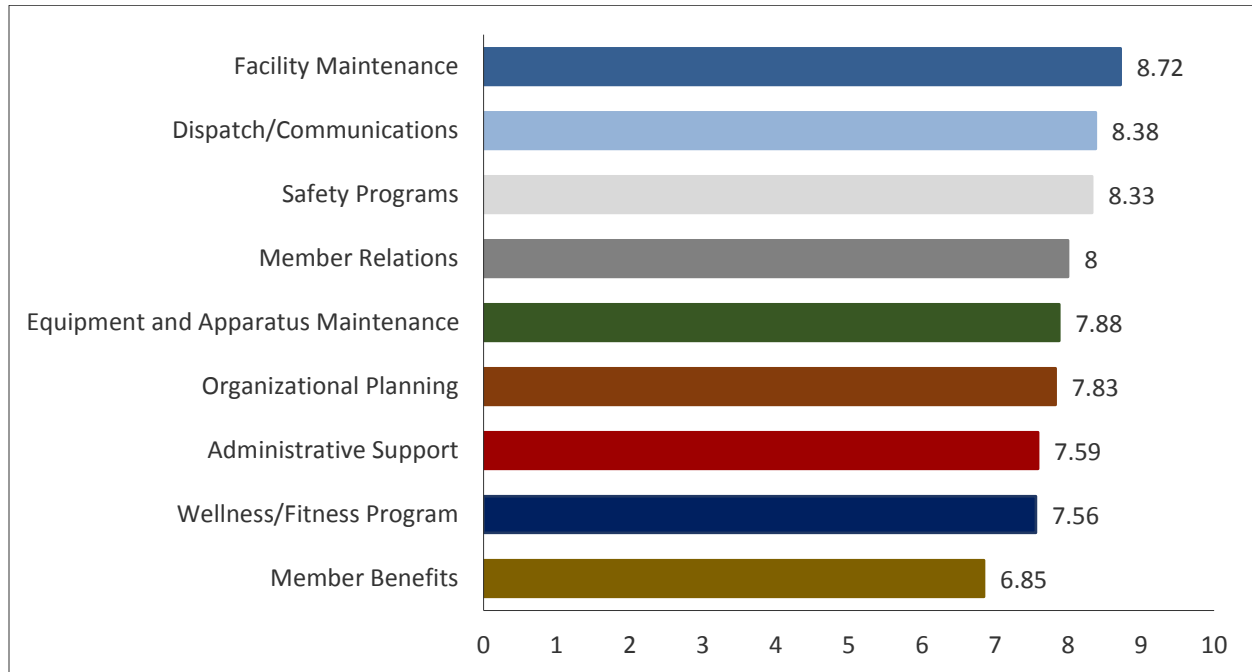


Emergency Medical Services rated highest in department provided services. This is not surprising, as the majority of emergency responses are most likely EMS related. Public education and community outreach ranked fairly high as well, potentially indicating the level of volunteer commitment to serving the community in preventing harm. However, the pro-active activity of fire prevention inspections received a fairly low score. This finding should be explored further to determine why this rated comparatively low.

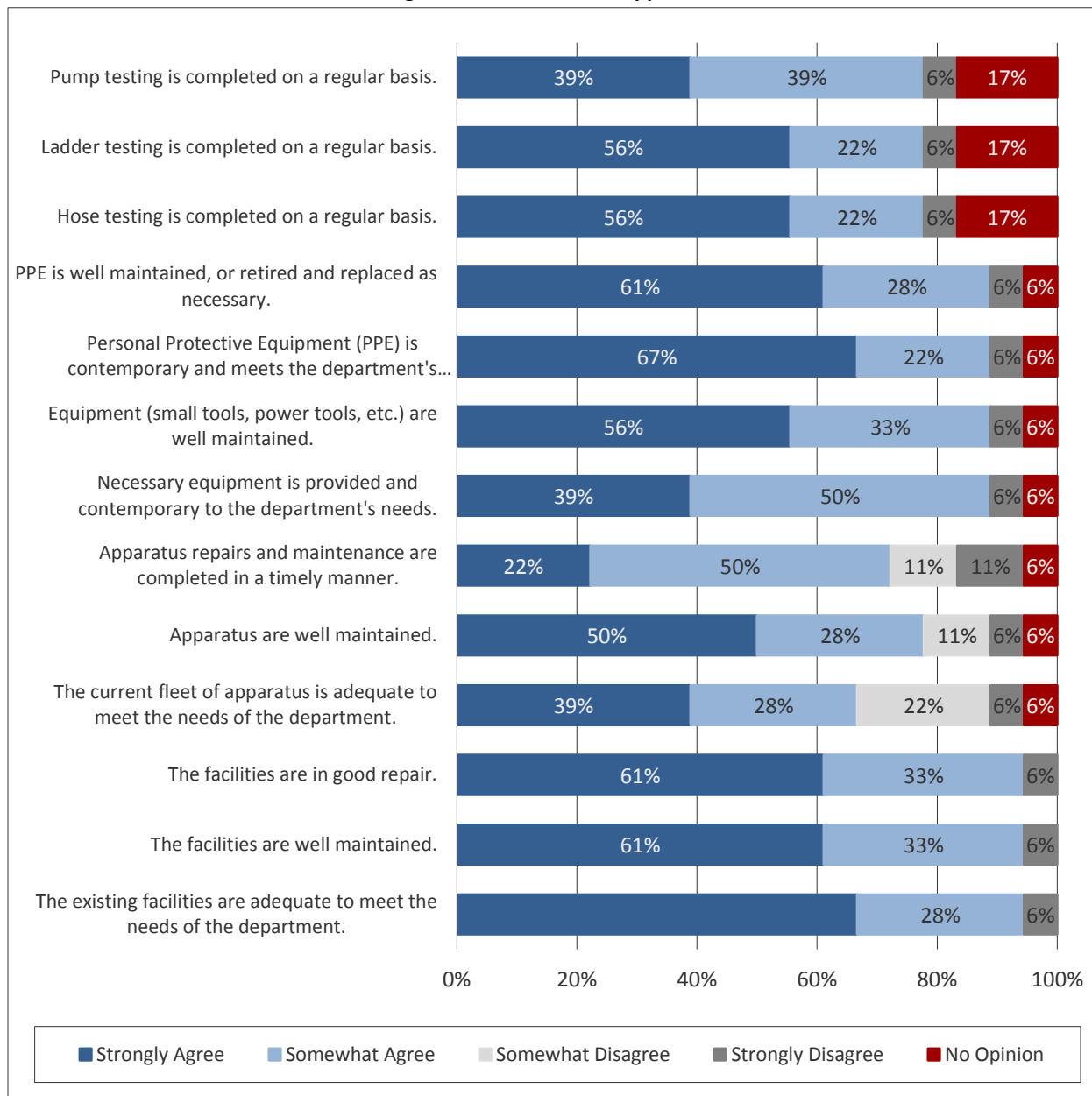
Specialty services—technical rescue and hazmat—also received relatively low scores. These low frequency, intensive training required service lines can be very difficult to deliver and maintain, thus it is understandable personnel may be less comfortable with their preparedness to deliver these services.



Figure 15: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?



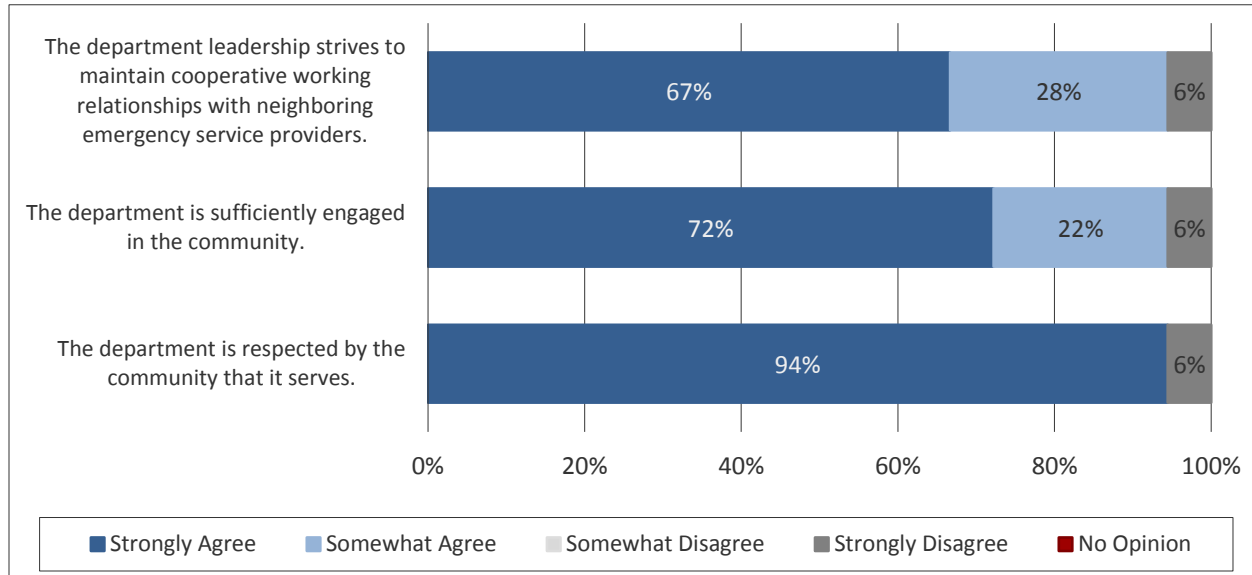
The various internal services provided by the department are ranked relatively equal. The lowest ranked service—Member Benefits—should be explored to determine why it was ranked last. The sustainability of a primarily volunteer department is based in no small part on the tangible and intangible benefits realized by its members.

**Figure 16: Facilities and Apparatus**

Overall, the respondents agree the maintenance of apparatus, equipment and stations is meeting their needs, and they are kept in good working condition. Attention should be given to making sure all members are informed about how apparatus and equipment is maintained, as almost 20% of the respondents had no opinion regarding pump, hose and ladder testing.



Figure 17: Department's Community Relations

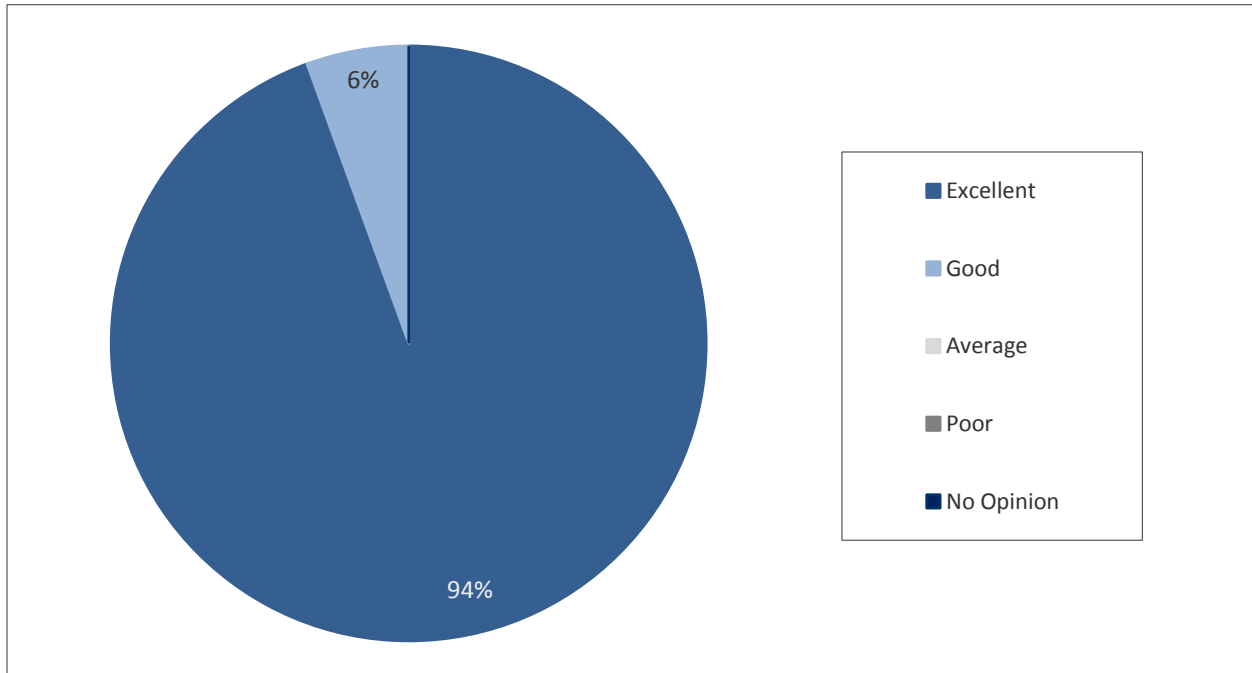


The strong agreement (95%) on engaging with adjacent emergency response agencies and the community should be no surprise. Today's volunteer/combination fire department survival depends on strong community engagement and support, especially given the increased time commitment made by the volunteers, and the respondents feel the department is adequately engaged with the community and respected (94%).

Family, business and community contributions (tangible and intangible) must be constantly sought and recognized to ensure the department is well positioned and prepared to meet the emergency service needs of the community. However, it is imperative the department does not "rest on its laurels" regarding community support, and must always seek to maintain and enhance this support.



Figure 18: In your opinion, what is the community's overall image of Snoqualmie Fire Department?



When taken in context with the responses noted in Figure 17, it is not a surprise the respondents feel the community has an excellent perception of the image of the department. This likely reflects their own pride in the department, and how they convey this pride when interacting in the community.



Mission, Vision, and Guiding Principles

Mission

The organization's mission statement should clearly define the primary purpose of the organizations' existence. It focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based in part on feedback from the citizen forum, reviewed and revised the department's mission statement.

Snoqualmie Fire Department Mission Statement

The City of Snoqualmie Fire Department is committed to providing superior community based preparedness and emergency services in a timely and professional manner.

Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational purpose.

Snoqualmie Fire Department Vision Statement

The Snoqualmie Fire Department and its members will...

- Be dedicated visionaries, committed to professional development, and embracing innovation in training and service delivery;
- Anticipate and exceed community expectations;
- Be viewed as engaged role models, delivering equitable and compassionate services to our diverse community;
- Foster partnerships with other community organizations and agencies.

Guiding Principles (Values)

Guiding principles (values) define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as the core values for the district.

With the completion of its mission, vision, and core values, the Snoqualmie Fire Department has established the organization's foundation for strategic planning. ESCI strongly recommends every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.



Snoqualmie Fire Department Core Values

Integrity

Snoqualmie Fire Department personnel hold each other accountable to the highest level of integrity and ethical standards both inside and outside of the fire station.

Quality of Service

Snoqualmie Fire Department personnel gain public trust by providing exceptional levels of service to those we serve. We will never settle for “good enough.”

Resourcefulness

The Snoqualmie Fire Department provides metropolitan levels of service with the resources we are given. We are always ready to respond to all emergencies, and will partner for services we do not provide.

Responsiveness

Snoqualmie firefighters respond safely, quickly and with utmost professionalism. We are compassionate and dedicated to serve, and responsive to the needs of the community.

Leadership

The Snoqualmie Fire Department is a leader in the emergency-services industry. Evidence-based best practices will guide our decisions.

Cohesiveness

The Snoqualmie Fire Department is one fire department. With mutual respect, we will train together, work together, play together—we are a team.



Environmental Scan

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results and their collective knowledge of the organization and the community to assess the environment in which the department operates. Analyzing the organization's strengths, weaknesses, opportunities and threats (SWOT), is the first step in identifying actionable strategies for the future.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified and prioritized the following department strengths:

To map out a course of action and follow it to an end requires some of the same courage that a soldier needs.

—Ralph Waldo Emerson

- Customer Service
- Quality Staff
- Current leadership
- Excellent community relationship

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues found at the heart of an organization's problems. The internal planning team identified and prioritized the following department weaknesses:

You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow.

- Physical location of station
- Lacking internal city services support
- Not enough training – from top down
- Volunteer program support/morale



Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the district:

- Consolidation with neighboring departments
- Continue to build upon community and agency partnerships
- Community growth enabling increased department resources and capabilities

Threats

There are conditions in the external environment beyond the organization's control. The identification of these conditions allow the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss.

If you don't like change, you're going to like irrelevance even less.

—US Army General Eric Shinseki

The internal planning team identified the following threats:

- Community growth resulting in increased service demand
- Forced to combine with neighboring departments with divergent visions
- Stable, long-term funding



Definition of Terms

There are five main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks and Outcomes of Performance Indicators. For purposes of this strategic plan, they are defined as follows:

Initiative – The largest overarching element of a strategic plan, an initiative is a broad enterprise where the district may have multiple areas of focus.

Goal – A smaller component of and subordinate to an initiative, a goal is focused on one particular area, but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will be considered achieved.

Objective – A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

Critical task – The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

Outcome – The description of a desired consequence of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks and outcomes, become an important part of the organization's efforts. By embracing these components, the organization's future will be effectively and efficiently guided. Each of the initiatives, goals, and objectives were identified over two days in an internal planning team workshop facilitated by ESCI.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows:

- Critical tasks (to be completed in 90 days);
- Short-term (less than one year);
- Mid-term (greater than one year but less than three years);
- Long-term (greater than three years but not longer than five years).

The initiative manager is responsible for tracking that initiative's progress.

Each objective also has a team responsible for coordinating the implementation effort. The makeup of these teams must be carefully and deliberately thought out. Balanced representation of interests, expertise and alignment with collateral duties in the department are important factors to consider when assigning members to a team.



Strategic Plan

Initiative 1 – Financial

As with most organizations, Snoqualmie Fire Department is limited in what it can do in terms of serving the community by financial constraints. This is also true of the City of Snoqualmie. The fire department is dedicated to limiting expenses (reliance on volunteers as an example) leveraging outside revenue opportunities (medical transport fees as an example), to limit the impact on the city. Notwithstanding the fire department largely depends upon the city general fund to provide a level of service the community expects. This is especially challenging in this growing community. This initiative focuses on cost avoidance, expense reduction, and revenue enhancement, while positioning itself for projected growth to the extent practical.

Initiative Manager: Fire Chief

Goal: 1A Work with City government to gain and maintain sufficient and sustainable funding

Objectives	1. <i>Integrate fire department perspective and requirements into the city development/building permit planning process.</i>	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Implementation and collection of accurate and realistic impact fees.	
	2. <i>Identify and gain city council approval for new revenue stream(s).</i>	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Establish predictable, dedicated funds to address future FD impacts related to increased service demand, and reduce impact on the city's GF.	
	3. <i>Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations</i>	
	Responsible: Finance Team	Timeline: Long-term
	Outcome: Increase the funding potential for specialized programs/equipment/capital expenditures.	
	4. <i>Increase the frequency, relevancy and engagement in communicating fire department expenditures, revenues and operations.</i>	
Objective	Responsible: Finance Team, Communication Team	Timeline: Short-term
	Outcome: Improved city council understanding and support for department operations and community impacts	
Goal: 1B	Raise community and city government awareness of department fiscal budget pressure and needs related to growth.	
Objective	1. <i>Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth.</i>	
	Responsible: Finance Team	Timeline: Short-term



	Outcome: Thoughtful, pro-active consideration and cost-effective accommodation of life safety requirements during development design efforts.	
	2. <i>Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.</i>	
	Responsible: Fire Dept. Leadership Team, Finance Team	Timeline: Mid-term
	Outcome: Key city and community stakeholders maintain awareness of fire department performance and potential future budget needs and impacts	
	3. <i>Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.</i>	
	Responsible: Fire Dept. Leadership Team	Timeline: Mid-term
	Outcome: Appropriate use of social media and other communication media is used to continually communicate internally and externally	
Goal: 1C Explore and identify alternative funding sources for department operations		
Objectives	1. <i>Secure additional staff for a dedicated full time basic life support (BLS) transport unit.</i>	
	Responsible: Finance Team	Timeline: Long-term
	Outcome: Increased 24/7 response capacity and increased ambulance fee revenue.	
	2. <i>Implement a fee for service or agency subsidized regional training center program.</i>	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Increased revenue, training opportunities and regional standardization of emergency operations.	
	3. <i>Secure non-traditional/specialized grants/funding sources to offset costs of providing services.</i>	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Dedicated funding and accountability in providing services to unique service areas.	
	4. <i>Obtain a light duty multi-functional fire suppression rapid response vehicle.</i>	
	Responsible: Operations Team	Timeline: Long-term
	Outcome: Increased response capability during severe weather events or adverse terrain/conditions. Increased revenue resulting from contracting with the state for wildland deployment.	



Goal: 1D Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.		
Objectives	1. <i>Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness.</i>	
	Responsible: Fire Dept. Leadership Team, Finance Team	Timeline: Short-term
	Outcome: Help identify inefficiencies and priorities in allocating limited financial resources.	
	2. <i>Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.</i>	
	Responsible: Fire Dept. Leadership Team	Timeline: Short-term
	Outcome: Engaged community, able to make informed decisions and provide input and advice regarding the fire department budget and operations.	
	3. <i>Review and align current department policies, procedures and guidelines to provide sound fiscal responsibility and stewardship.</i>	
	Responsible: Fire Dept. Leadership Team	Timeline: Mid-term
	Outcome: Department operations and priorities are consistent and supportive of city budget goals and fiscal realities.	
	4. <i>Ensure all department members are educated and engaged in the development of the annual department and city goals and budget.</i>	
	Responsible: Finance Team, Administration Team	Timeline: Short-term
	Outcome: Department members feel ownership, and advocate for the annual department and city goals and budget.	

Initiative 2 – Growth and Infrastructure

The City of Snoqualmie is surrounded by and affected by growth in the city and throughout the region. Continuous increases in demand for services strains the infrastructure designed to serve a smaller customer base. The fire department, among others, is on the front lines of these growth impacts. This initiative is intended to address the strain to fire department infrastructure due to the impacts of growth.

Initiative Manager: Fire Chief

Goal: 2A Ensure fire department needs and impacts are identified and addressed in community growth planning		
Objectives	1. <i>Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.</i>	
	Responsible: Fire Prevention Team	Timeline: Mid-term
	Outcome: Cost-effective built-in fire protection systems and development features support/enhance fire department capabilities and capacity.	



	2. <i>Establish a credible and team oriented presence in city development/building plans review.</i>	
	Responsible: Fire Prevention Team	Timeline: Short-term
	Outcome: Realistic and pragmatic evaluation and modifications of plans to ensure fire department operational needs are adequately addressed.	
Goal: 2B	Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale	
Objectives	1. <i>Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch.</i>	
	Responsible: Operations Team	Timeline: Short-term
	Outcome: Increased operational efficiency, firefighter safety and effectiveness.	
	2. <i>Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.</i>	
	Responsible: Operations Team	Timeline: Mid-term
	Outcome: Maintenance or enhancement current ALS capability and capacity in the upper valley region as growth increases.	
	3. <i>Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.</i>	
	Responsible: City Administration Team	Timeline: Short-term
	Outcome: Helps set the stage for achievable local regionalization of services.	
	4. <i>Explore development of a regional fire authority with willing local partners</i>	
	Responsible: Fire Dept. Leadership Team and City Administration Team	Timeline: Short-term
	Outcome: A sustainable, responsive and cost-effective fire delivery system able to meet regional growth demands for service.	
Goal: 2C	Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.	
Objectives	1. <i>Explore the feasibility, models and cost effectiveness of using part-time paid staffing.</i>	
	Responsible: City Administration Team, Operations Team	Timeline: Mid-term
	Outcome: Maintain timely and effective emergency response during peak call demand times.	
	2. <i>Evaluate the need and potential impact in implementing a community/regional medical technician program</i>	



	Responsible: Operations Team	Timeline: Short-term
	Outcome: Delivery of more appropriate medical/social services for non-emergent calls for service, and resulting increased emergency medical response capacity.	
	3. <i>Implement the Pulse Point citizen emergency alerting phone application.</i>	
	Responsible: Outreach Team	Timeline: Short-term
	Outcome: Improved cardiac arrest survival through faster initiation of citizen CPR and early defibrillation.	

Initiative 3 – Partnerships

The Snoqualmie Fire Department recognizes its role in government to continuously seek alternative ways to provide services in a cost-effective, efficient manner. One of those ways is through collaboration with other regional partners. Through smart partnerships, participating agencies can share expenses, cost-shift, and leverage “sunk costs” (investments in equipment or facilities, for example) for a more regional approach to service delivery. It is also the role of the Snoqualmie Fire Department to help the community become disaster resilient, thereby reducing the potential fire department demand during a disaster. Finally, it focuses on internal stakeholders and strengthening internal relationships and mutual cooperation.

Initiative Manager: Fire Chief

Goal: 3A Working with community partners, identify innovative approaches in delivering fire department services

Objectives	1. <i>Support our community partners (schools, homeowners associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes & fire safety/extinguisher training.</i>	
	Responsible: Fire Prevention Team	Timeline: Mid-term
	Outcome: A more resilient and supportive community who understands the impact of disasters, emergencies and the capabilities and limitations of the department during crisis.	
	2. <i>Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional, pre-hospital medical and social service patient care.</i>	
	Responsible: Operations Team, Administration Team	Timeline: Short-term
	Outcome: A coordinated and health care provider supported non-emergency care program providing appropriate and cost-effective service to patients not requiring in-hospital medical evaluation/care.	

Goal: 3B Improve interoperability and efficiencies with regional partners

Objectives	1. <i>Improve interagency-interdisciplinary (law enforcement, emergency management, private ambulance, search & rescue) radio communication interoperability.</i>	
	Responsible: Operations Team	Timeline: Long-term



	Outcome: Seamless and intuitive communications capability and increased channel capacity to meet future increased radio traffic demand.	
	2. <i>Foster and increase opportunities for multi-agency/multi-company operations training.</i>	
	Responsible: Operations Team (Training)	Timeline: Short-term
	Outcome: Increased operational effectiveness and safety, along with increased camaraderie and interagency teamwork	
	3. <i>Increase sharing of resources, equipment and administration regionally</i>	
	Responsible: Fire Dept. Leadership Team, Operations Team	Timeline: Mid-term
	Outcome: Improved efficiencies, economy of scale, familiarity and cohesion between agencies.	
Goal: 3C Establish sustainable city and business relationships to improve community safety and resiliency		
Objectives	1. <i>Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.</i>	
	Responsible: Fire Prevention Team	Timeline: Short-term
	Outcome: Business owners who are better prepared for crisis and understand the importance of fire/life safety and related city initiatives/requirements.	
	2. <i>Establish an ongoing relationship and presence at Chamber of Commerce events.</i>	
	Responsible: Outreach Team	Timeline: Short-term
	Outcome: Improve department/business relationship and mutual understanding of their respective priorities and perspectives	
	3. <i>Engage elected officials and key city department leaders in a fire department “Ops 101” program.</i>	
	Responsible: Administration Team, Operations Team	Timeline: Short-term
	Outcome: Familiarity and support of fire department operations, and department understanding of the diverse responsibilities and challenges of other city departments.	
	4. <i>Survey local business leaders to determine their satisfaction with fire department service levels, current issues and future needs.</i>	
	Responsible: Fire Prevention Team	Timeline: Short-term
	Outcome: More responsive reaction and mitigation of issues within the business community.	
	5. <i>Explore establishing a disaster/emergency business continuity plan/training program for local businesses.</i>	



	Responsible: Fire Prevention Team	Timeline: Short-term
	Outcome: A more resilient business community, better positioned to recover and support overall community recovery.	
Goal: 3D Maintain and improve interoperability between volunteer and career personnel		
Objectives	1. Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year.	
	Responsible: Operations Team	Timeline: Short-term
	Outcome: Volunteer firefighters who reach the end of specific training periods have all received the same verifiable levels of training, consistent with department and national standards.	
	2. Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers.	
	Responsible: Operations Team, Administration Team	Timeline: Short-term
	Outcome: Improved volunteer retention and improved firefighter safety	
	3. Establish a formal volunteer leadership position within the career staff.	
	Responsible: Administration Team	Timeline: Short-term
	Outcome: Better continuity of training, accountability and support of volunteer training and administrative activities.	
	4. Survey all staff to determine the current state of the volunteer program.	
Responsible: Fire Dept. Leadership Team	Timeline: Critical Task	
Outcome: Better understanding of the issues and potential improvements needed for the volunteer program.		



Implementation Methodology

“The three keys to successful strategic planning and implementation are commitment, credibility and communication.”¹ These three critical elements are best addressed by appropriately prioritizing and completing these objectives, while consistently seeking and utilizing input from Snoqualmie Fire Department members. Continually communicating plan status on a consistent basis, and measuring compliance for the established timelines.

Prioritization of Objectives

Assigned team members are charged with prioritizing each of the objectives they are assigned. Each team will discuss the work to be done consistent with the priority and timing for each objective. Upon approval of the fire chief, objectives that can be accomplished over the course of the current fiscal year—within the limits of existing program budgets - receive highest priority.

2018 Implementation Timeline

The Snoqualmie Fire Department Strategic Planning Team must be committed to creating and adhering to a regular schedule of status updates and accountability monitoring. The Team should set up an implementation schedule for 2018 to ensure regular communication and commitment to the strategic plan:

- Upon adoption – Fire chief provides summary of strategic plan initiatives and goals to membership and interested community stakeholders. Official development of an operational plan begins.
- Quarterly Meeting – Strategic Planning Team meeting to track progress of operational plan development and objectives prioritization.
- Annual budget development plan review – Strategic plan is reviewed and prioritized in accordance with budget development and annual planning priorities.

In addition to the quarterly planning meetings, the Strategic Planning Team should meet on an annual basis to assess progress, celebrate accomplishments and ensure the ongoing validity of the Strategic Plan.

To help maintain communication about the organization’s progress in meeting its goals to the membership, Snoqualmie Fire Department leadership should commit to publishing regular status reports and minutes resulting from the Team’s quarterly and annual meetings.

¹ Ahoy, Chris, Associate Vice President of Facilities Planning & Management, Iowa State University, September 1998.



Appendix A – Internal SWOT Feedback

All members of Snoqualmie Fire Department were solicited for their feedback under the headings, “Strengths, Weaknesses, Opportunities, and Threats.” Twenty members submitted responses. The responses were combined by ESCI to reduce duplication of the submittals, paraphrasing to group similar—if not identical—responses together. The results follow:

Strengths

Current senior leadership puts forward new ideas keeping up with forward-thinking trends in fire and emergency services. Also, deeply entrenched history and roots of involvement within the community.	Customer service. We are in fact a jack of all trades, and we meet the community needs consistently. Our department welcomes the community into our house with open arms, and actively listens to what they have to say.
Trusted in the community.	The people.
Community outreach and service and relations.	Excellent community relationship.
Overall, really great people at the department. Most everyone wants to see each other succeed and is very helpful.	Flexibility in effectively handling emergencies, along with community educational and promotional commitments.
Ability to service the community we serve.	The people who work here and their outstanding, progressive, can-do attitude.
It's personnel.	Our professionalism.
Its crew and line members. It all starts and stops with the actual firefighters and EMS in the field. From their training to their equipment, it is what should be the department's highest priority. That is what the public sees and expect when they call 911. Everything should be done each day to make the crews better at what they do. It should be the driving force in what admin does and how the departments money is spent.	High quality staff—combination fire department with strong leadership, an excellent working relationship between career and volunteers, and the department's relationship with the community.



Weaknesses

While career staff seem fairly consistent and stable; there is always a highly variable degree of turn-over within the career staff.	Trying to do too much. We are good at the things that we offer, but at the end of the day, we almost try too hard to meet the needs of the community. We need to focus back to our mission, and make sure we are in fact being successful in meeting needs.
Morale among volunteers is not as high as years past.	Lack of manpower.
Volunteer program.	City management and poor planning for our (the fire department's) future.
Communication.	Physical location of the Fire Department itself is not optimum in rapidly meeting most calls.
Not enough training from the top-down. The company officers are not challenged enough to make themselves better, just as they need to challenge the crews to make them better. The volunteer fire suppression personnel are still thought of as an active part of the entire suppression team. In reality, they are a support role that cannot be fully counted on during a fire incident. We do not have enough calls and enough training to bring their level of training and confidence up to the career level, where it should be. More thought should be to have an entire EMS-only volunteer staff. That way they can totally train for the 80% of calls they will encounter. This will make them better EMT's and provide better value for the department and the citizens.	No specific item here with the department. But I would like to see better HR and IT support from the City's internal service providers and perhaps a higher level of financial support to the volunteers, not necessarily in compensation (though that would be nice), but in expenses such as duty boots, more uniforms, etc.



Opportunities

National and local training opportunities to reward both career and volunteer staff to attend.	Consolidation with like-size and similar fire service organizations.
Growth	Consolidation with Fall City
Regionalization	More taxpayer money.
Expand the EMS-only program.	Merging or RFA with neighboring department.
Form an Upper Valley Fire Department with Fall City.	Working toward some form of merger/consolidation with King 27. They have a need for someone to help make their organization great, and the model that Snoqualmie Fire has created applies to them very well.
Continuing to build upon excellent community relations and partnerships.	Technology.

Threats

Community growth exceeding resources available.	Lack of funding.
Keeping up with demands brought on by growth of the Snoqualmie Community. Choice between staying independent or consolidating.	To be forced to partner with a fire agency that does not share the city and fire departments' best interests.
Urban interface fires.	Merging or RFA with neighboring department.
Not having the adequate/experience training for high value calls.	Funding. With the build-out (almost) complete on Snoqualmie Ridge, revenue is going to become competitive in the city. All departments are going to find the need for more funds, with no new money available. The fire department specifically is going to see an increase in calls for service, but find it harder to fund the personnel to respond.
Funding for the long-term.	Ever-changing city spending priorities.
Getting more taxpayer money.	

**Appendix B – Timeline**

Objectives	Assigned Responsibility	Critical 1 st 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 3D4: Survey all staff to determine the current state of the volunteer program	Fire Dept. Leadership Team				
Obj. 1A4: Increase the frequency, relevancy, and engagement in communicating fire department expenditures, revenues and operations.	Finance Team				
Obj. 1B1: Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth	Finance Team				
Obj. 1D1: Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness	Fire Dept. Leadership Team, Finance Team				
Obj. 1D2: Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.	Fire Dept. Leadership Team,				
Obj. 1D4: Ensure all department members are educated and engaged in the development of the annual department and city goals and budget	Finance Team, Administration Team				
Obj. 2A2: Establish a credible, and team oriented presence in city development/building plans review	Fire Prevention Team				
Obj. 2B1: Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch	Operations Team				
Obj. 2B3: Explore expansion of city police/North Bend police services agreement to include provision of all emergency services	City Administration Team				
Obj. 2B4: Explore development of a regional fire authority with willing local partners	Fire Dept. Leadership Team, City Administration Team				
Obj. 2C2: Evaluate the need and potential impact in implementing a community/regional medical technician program	Operations Team				
Obj. 2C3: Implement the Pulse Point citizen emergency alerting phone application	Outreach Team				
Obj. 3A2: Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional pre-hospital medical and social service patient care.	Operations Team, Administration Team				
Obj. 3B2: Foster and increase opportunities for multi-agency/multi-company operations training	Operations Team (Training)				
Obj. 3C1: Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.	Fire Prevention Team				
Obj. 3C2: Establish an ongoing relationship and presence at Chamber of Commerce events	Outreach Team				
Obj. 3C3: Engage elected officials and key city department leaders in a fire department “Ops 101” program	Administration Team, Operations Team				



Objectives	Assigned Responsibility	Critical 1 st 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 3C4: Survey local business leaders to determine their satisfaction with fire department service levels, current issues, and future needs.	Fire Prevention Team				
Obj. 3C5: Explore establishing a disaster/emergency business continuity plan/training program for local businesses	Fire Prevention Team				
Obj. 3D1: Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year.	Operations Team				
Obj. 3D2: Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers	Operations Team, Administration Team				
Obj. 3D3: Establish a formal volunteer leadership position within the career staff.	Administration Team				
Obj. 1A1: Integrate fire department perspective and requirements into the city development/building permit planning process.	Finance Team				
Obj. 1A2: Identify and gain city council approval for new revenue stream(s)	Finance Team				
Obj.1B2: Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.	Fire Dept. Leadership Team, Finance Team				
Obj. 1B3: Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.	Fire Dept. Leadership Team				
Obj. 1C2: Implement a fee for service or agency subsidized regional training center program	Finance Team				
Obj. 1C3: Secure non-traditional/specialized grants/funding sources to offset costs of providing services.	Finance Team				
Obj. 1D3: Review and align current department policies, procedures and guidelines to provide sound fiscal responsibility and stewardship	Fire Dept. Leadership Team				
Obj. 2A1: Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase	Fire Prevention Team				
Obj. 2B2: Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.	Operations Team				
Obj. 2C1: Explore the feasibility, models and cost effectiveness of using part-time paid staffing	City Administration Team, Operations Team				
Obj. 3A1: Support our community partners (schools, homeowners' associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes & fire safety/extinguisher training.	Fire Prevention Team				
Obj. 3B3: Increase sharing of resources, equipment and administration regionally	Fire Dept. Leadership Team, Operations Team				
Obj. 1A3: Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	Finance Team				



Objectives	Assigned Responsibility	Critical 1 st 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 1C1: Secure additional staff for a dedicated full time basic life support (BLS) transport unit.	Finance Team				
Obj. 1C4: Obtain a light duty fire suppression rapid response vehicle	Operations Team				
Obj. 3B1: Improve interagency-interdisciplinary (Law Enforcement, Emergency Management, Private ambulance, Search & Rescue) radio communication interoperability	Operations Team				



Appendix C – Status & Accountability

Snoqualmie Fire Department**Status & Accountability Worksheet**Implementation Timeline Status: **On Target** – **Delayed or Deferred** – **Not Currently On Target**

Initiatives/Goals/Objectives		
Initiative #1: Financial	Manager: Fire Chief	
Goal 1A: Work with City government to gain and maintain sufficient and sustainable funding	Responsible	Timeline
Obj. 1: Integrate fire department perspective and requirements into the city development/building permit planning process.	Finance Team	Mid-term
Obj. 2: Identify and gain city council approval for new revenue stream(s)	Finance Team	Mid-term
Obj. 3: Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	Finance Team	Long-term
Obj. 4: Increase the frequency, relevancy, and engagement in communicating fire department expenditures, revenues and operations.	Finance Team	Short-term
Goal 1B: Raise community and city government awareness of department fiscal budget pressure and needs related to growth.	Responsible	Timeline
Obj. 1: Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth.	Finance Team	Short-term
Obj.2: Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.	Fire Dept. Leadership Team, Finance Team	Mid-term
Obj. 3: Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.	Fire Dept. Leadership Team	Mid-term



Goal 1C: Explore and identify alternative funding sources for department operations		Responsible	Timeline
Obj. 1: Secure additional staff for a dedicated full time basic life support (BLS) transport unit.		Finance Team	Long-term
Obj. 2: Implement a fee for service or agency subsidized regional training center program		Finance Team	Mid-term
Obj. 3: Secure non-traditional/specialized grants/funding sources to offset costs of providing services.		Finance Team	Mid-term
Obj. 4: Obtain a light duty fire suppression rapid response vehicle.		Operations Team	Long-term
Goal 1D: Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.		Responsible	Timeline
Obj. 1: Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness..		Fire Dept. Leadership Team, Finance Team	Short-term
Obj.2: Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.		Fire Dept. Leadership Team	Short-term
Obj. 3: Review and align current department policies, procedures and guidelines to provide sound, fiscal responsibility and stewardship.		Fire Dept. Leadership Team	Mid-term
Obj. 4: Ensure all department members are educated and engaged in the development of the annual department and city goals and budget.		Finance Team, Administration Team	Short-term
Initiative #2: Growth and Infrastructure		Manager: Fire Chief	
Goal 2A: Ensure fire department needs and impacts are identified and addressed in community growth planning		Responsible	Timeline
Obj. 1: Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.		Fire Prevention Team	Mid-term
Obj. 2: Establish a credible, and team oriented presence in city development/building plans review.		Fire Prevention Team	Short-term



Goal 2B: Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale			Responsible	Timeline
Obj. 1: Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch.			Operations Team	Short-term
Obj. 2: Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.			Operations Team	Mid-term
Obj. 3: Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.			City Administration Team	Short-term
Obj. 4: Explore development of a regional fire authority with willing local partners.			Fire Dept. Leadership Team, City Administration Team	Short-term
Goal 2C: Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.			Responsible	Timeline
Obj. 1: Explore the feasibility, models and cost effectiveness of using part-time paid staffing.			City Administration Team, Operations Team	Mid-term
Obj. 2: Evaluate the need and potential impact in implementing a community/regional medical technician program.			Operations Team	Short-term
Obj. 3: Implement the Pulse Point citizen emergency alerting phone application.			Outreach Team	Short-term
Initiative #3: Partnerships			Manager: Fire Chief	
Goal 3A: Working with community partners, identify innovative approaches in delivering fire department services			Responsible	Timeline
Obj. 1: Support our community partners (schools, homeowners' associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes & fire safety/extinguisher training.			Fire Prevention Team	Mid-term
Obj. 2: Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional pre-hospital medical and social service patient care.			Operations Team, Administration Team	Short-term



Goal 3B: Improve interoperability and efficiencies with regional partners	Responsible	Timeline
Obj. 1: Improve interagency-interdisciplinary (Law Enforcement, Emergency Management, Private ambulance, Search & Rescue) radio communication interoperability.	Operations Team	Long-term
Obj. 2: Foster and increase opportunities for multi-agency/multi-company operations training.	Operations Team (Training)	Short-term
Obj. 3: Increase sharing of resources, equipment and administration regionally.	Fire Dept. Leadership Team, Operations Team	Mid-term
Goal 3C: Establish sustainable city and business relationships to improve community safety and resiliency	Responsible	Timeline
Obj. 1: Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.	Fire Prevention Team	Short-term
Obj. 2: Establish an ongoing relationship and presence at Chamber of Commerce events.	Outreach Team	Short-term
Obj. 3: Engage elected officials and key city department leaders in a fire department “Ops 101” program.	Administration Team, Operations Team	Short-term
Obj. 4: Survey local business leaders to determine their satisfaction with fire department service levels, current issues, and future needs.	Fire Prevention Team	Short-term
Obj. 5: Explore establishing a disaster/emergency business continuity plan/training program for local businesses.	Fire Prevention Team	Short-term
Goal 3D: Maintain and improve interoperability between volunteer and career personnel	Responsible	Timeline
Obj. 1: Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year	Operations Team	Short-term
Obj. 2: Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers	Operations Team, Administration Team	Short-term
Obj. 3: Establish a formal volunteer leadership position within the career staff.	Administration Team	Short-term
Obj. 4: Survey all staff to determine the current state of the volunteer program.	Fire Dept. Leadership Team	Critical Task



Appendix D – Task Worksheet

Initiative:	Person(s) Responsible:	Desired Outcome(s):
Goal:		
Objective:		Timeline:

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						