



Fire Department 2023 Strategic Plan

Stevenson, Washington



TABLE OF CONTENTS

Plan Status and Progress	4
Goals	5
1-Our People	6
1A-Provide a healthy and safe work environment for Stevenson Fire Department Members.....	8
1A1-Implement a comprehensive safety program that meets local, State and federal best practices and	10
1A2-Review Washington Administrative Code-Firefighters Safety Standards 296.305, NFPA 1500 Occupati	11
1A3-Establish a Safety Committee to assist with sustaining the safety program and to review safety	12
1A4-Mitigate immediate safety issues.....	13
1A5-Schedule a "Safety and Health Consultation" from the Washington State Labor and Industries "No-	14
1A6-Adopt safety policies that reinforce best practices.....	15
1A7-Consider the installation of a negative-pressure diesel exhaust system in the apparatus bay.....	16
1A8-Develop and implement Standard Policies and Procedures for Emergency Operators.....	17
1A9-Provide a mental health and wellness program.....	18
1A10-Consider implementing physical exams for all members.....	19
1B-Strengthen the leadership of the Stevenson Fire Department through a succession plan and profess	20
1B1-Develop a succession plan that provides pathways for personnel to advance at all organizational	21
1B2-Develop Position Descriptions for each rank within the Stevenson Fire Department.....	22
1B3-Develop and implement a leadership program for the Captain, Assistant Chief, and Fire Chief pos	23
1C-Provide and support a comprehensive training program for all ranks.....	24
1C1-Develop and implement an annual training program to ensure skills maintenance and compliance wi	26
1C2-Identify and support specific training and certification for all positions in the Stevenson Fir	27
1C3-Develop and implement a formal system for personnel to be "signed-off" at each rank and/or each	28
1C4-Develop and implement a "New Member" orientation and training program to ensure deliberate and	29
1C5-Develop and implement a formal "Driver-Operator" program to ensure the safe operation of the ap	30
1C6-Implement a records management system to easily track required mandatory training and maintain	31
2-Internal Communications	32
2A-Improve the distribution of information to all members of the department.....	34
2A1-Identify the standard mechanisms used to communicate with members.....	35
2A2-Establish a system where regular communications can be stored and easily accessed by all member	36
2A3-Establish a system where all Administrative and Operations Policies and Procedures can be store	37
2A4-Consider innovative processes to improve collaboration, idea sharing, and employee-driven movem	38
3-Our Community	39
3A-Stevenson Fire Department members will develop cooperative and positive relationships with organ	41
3A1-Establish regular department head meetings between the Fire Chief and City Administrator.....	42
3A2-Establish a regular verbal and written report submitted by the Fire Chief, through the City Adm	43
3A3-Identify opportunities to increase direct interaction between fire department leadership and co	44
3A4-Identify and clarify roles between the fire department and firefighters association.....	45
3A5-Establish regular scheduled meetings between members of the Stevenson City Council and Fire Dis	46
3B-Identify and measure direct community interaction and engagement outside of emergency operations	47
3B1-Define roles and expectations for all personnel in community engagement.....	48
3B2-Identify and implement strategies and opportunities to increase engagement with the community.....	49
3B3-Implement additional social media tools such as a Fire District #2 Website and social media sit	50
3B4-Develop a tool to collect and report information regarding public engagement performance.....	51

4-Organizational Stability	52
4A-Clarify Roles and Responsibilities of the Stevenson Fire Department and Fire District 2	54
4A1-Review and update City Municipal Code 2.24 Volunteer Fire Department.....	55
4A2-Review and update the 1989 Operational Agreement between the City and Fire District 2.....	56
4A3-Revise current policy to further engage the City in selecting the City Fire Chief.....	57
4A4-Update policies to clarify the selection and role of the Fire District 2 Fire Marshal/Fire Chief.....	58
4A5-Develop and implement a Fire District Commission Policy Manual, Commissioner Handbook, and Comm.....	59
4B-Ensure adequate leadership is available for managing emergency incidents.....	60
4B1-Develop a new organizational structure to improve leadership and management of the fire department.....	61
4B2-Develop and implement a strategy to fill and maintain all positions at the rank of Captain, Ass.....	62
4B3-Develop and implement a mechanism to ensure adequate officer coverage for safe management of em.....	63
4C-Ensure a stable fire department membership available to meet the emergency needs of the communit.....	64
4C1-Develop, implement, and maintain a comprehensive Volunteer Recruitment and Retention Program.....	65
4C2-Establish a mechanism to regularly report volunteer membership and participation to the City Co.....	66
4D-Ensure adequate support for core administrative functions.....	67
4D1-Develop and implement a set of Standard Policies and Procedures for all Administrative function.....	68
4D2-Evaluate and implement alternatives for providing necessary long-term administrative support fo.....	69
4D3-Review and update Fire District 2 policies and procedures for compliance with local and State p.....	70
4E-Strengthen and develop the organizational culture to support the members of the Stevenson Fire D.....	71
4E1-Formally adopt a Mission, Vision and set of organizational Values.....	72
4E2-Communicate the Mission, Vision, and Values of the department and integrate them into all aspec.....	73
4E3-Communicate with all members on the Strategic Plan for the department and communicate regular u.....	74
4E4-Implement a formal Volunteer Firefighter Recognition Program to celebrate service year mileston.....	75
4E5-Ensure fire department policies, procedures, and recruitment strategies address diversity.....	76
5-Organizational Sustainability	77
5A-Develop and implement a Facility Maintenance and Replacement Plan.....	79
5A1-Development and implement a rehabilitation, cleaning and maintenance plan for the current fire.....	80
5A2-Develop and implement a records management system to ensure compliance with local and State req.....	81
5A3-Immediately develop and implement a Fire Station Replacement Plan.....	82
5B-Develop and implement an Apparatus and Equipment Maintenance and Replacement Plan.....	83
5B1-Development and implement a maintenance plan for all apparatus and equipment to ensure safe ope.....	84
5B2-Develop and implement a records management system to ensure compliance with local, State, and F.....	85
5B3-Develop and implement an Apparatus and Equipment Capital Replacement Plan.....	86
5C-Provide for the long-term operational stability and functionality of the Stevenson Fire Departme.....	87
5C1-Develop a comprehensive fire services evaluation to enable policymakers to fully capture needed.....	89
5C2-Establish a mechanism to annually review the readiness, capabilities, and performance of the f.....	90
5C3-Maximize utilization of available funding mechanisms for the fire department.....	91
5C4-Implement an electronic records management system for emergency responses whereby records are t.....	92
5C5-Evaluate staffing alternatives and develop a long-range plan for ensuring emergency response ca.....	93
5C6-Evaluate opportunities for increased collaboration with neighboring fire and emergency service.....	94

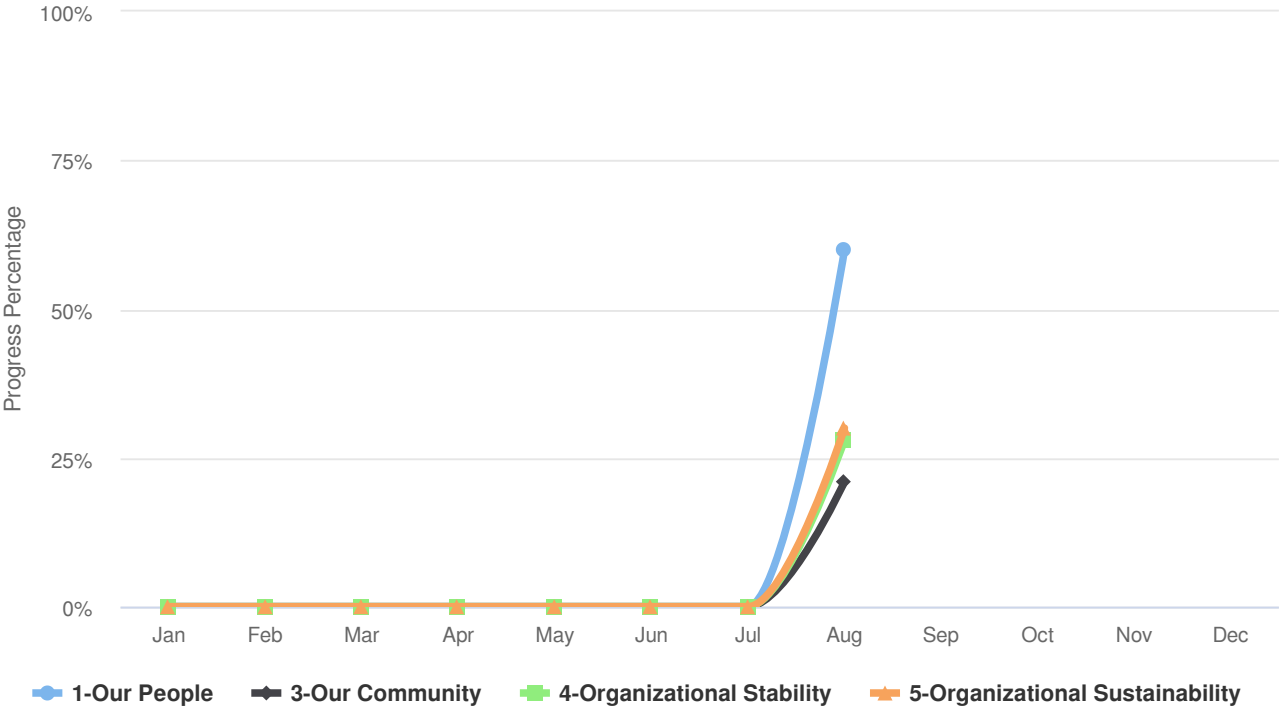
Plan Status and Progress

Overall Plan Status



- Complete **0 Action Items (0%)**
- On Track **9 Action Items (15%)**
- Minor Disruption **0 Action Items (0%)**
- Major Disruption **0 Action Items (0%)**
- Not Started **53 Action Items (85%)**
- Future **0 Action Items (0%)**

Goals Progress Over Time



Goals



1-Our People

The City and District will maintain a professional, well-trained, qualified membership to meet the emergency service needs of our communities.

Overall Progress

60%



Objectives

3



2-Internal Communications

The City and District will maintain effective, open communications and inclusive decision-making with its members.

Overall Progress

0%



Objectives

1



3-Our Community

The City and District leadership will effectively communicate with customers, citizens, visitors, and partners.

Overall Progress

21%



Objectives

2

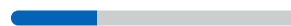


4-Organizational Stability

The City and District will maintain an organizational structure and support system to ensure sufficient and stable critical business functions of the Fire Department.

Overall Progress

28%



Objectives

5



5-Organizational Sustainability

The City and District will develop plans to ensure the fire department maintains the ability to meet future community needs.

Overall Progress

30%



Objectives

3

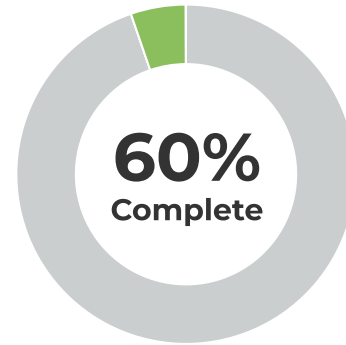
Goals

1-Our People

The City and District will maintain a professional, well-trained, qualified membership to meet the emergency service needs of our communities.



Overall Progress



- Complete **0 Action Items (0%)**
- On Track **1 Action Items (5%)**
- Minor Disruption **0 Action Items (0%)**
- Major Disruption **0 Action Items (0%)**
- Not Started **18 Action Items (95%)**
- Future **0 Action Items (0%)**

Objectives

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

1A-Provide a healthy and safe work environment for Stevenson Fire Department Members.

Tasks **10**

Progress



Status



1B-Strengthen the leadership of the Stevenson Fire Department through a succession plan and professional development.

Tasks **3**

Progress



Status



1C-Provide and support a comprehensive training program for all ranks.

Tasks **6**

Progress



Status



Objectives







1A-Provide a healthy and safe work environment for Stevenson Fire Department Members.

Overall Progress  6%

Overall Status 

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

Action Items

1A1-Implement a comprehensive safety program that meets local, State and federal best practices and standards.	Last Update	Progress  0%	Status ● Not Started
1A2-Review Washington Administrative Code-Firefighters Safety Standards 296.305, NFPA 1500 Occupational Safety, Health & Wellness Program.	Last Update	Progress  0%	Status ● Not Started
1A3-Establish a Safety Committee to assist with sustaining the safety program and to review safety practices, injury, accident, and near-miss incidents.	Last Update	Progress  0%	Status ● Not Started
1A4-Mitigate immediate safety issues.	Last Update 08/7/2023	Progress  60%	Status ● On Track
1A5-Schedule a "Safety and Health Consultation" from the Washington State Labor and Industries "No-Cost Consultation" services.	Last Update	Progress  0%	Status ● Not Started
1A6-Adopt safety policies that reinforce best practices.	Last Update	Progress  0%	Status ● Not Started



1A7-Consider the installation of a negative-pressure diesel exhaust system in the apparatus bay.

Last Update

Progress



Status

● Not Started

1A8-Develop and implement Standard Policies and Procedures for Emergency Operators.

Last Update

Progress



Status

● Not Started

1A9-Provide a mental health and wellness program.

Last Update

Progress



Status

● Not Started

1A10-Consider implementing physical exams for all members.

Last Update

Progress



Status

● Not Started



Tasks

1A1-Implement a comprehensive safety program that meets local, State and federal best practices and standards.

Short timeline.



Tasks

1A2-Review Washington Administrative Code-Firefighters Safety Standards 296.305, NFPA 1500 Occupational Safety, Health & Wellness Program.

Short timeline.



Tasks

1A3-Establish a Safety Committee to assist with sustaining the safety program and to review safety practices, injury, accident, and near-miss incidents.

Short timeline.



Tasks


1A4-Mitigate immediate safety issues.

Immediate timeline. Clear the floor of debris and obstacles, install vehicle charging cords from the ceiling, install Gear Hangar grids, reposition apparatus to ensure safe clearances, purchase passport accountability and name tags consistent across all apparatus and department, inventory and secure safety equipment and supplies.

Status and Progress

Last Update
08/7/2023

Progress
 **60%**

Status
 On Track

Note
An assessment has been done and tasks have been assigned. Quotes for lockers and electrical work are being obtained with a goal to have information by Aug. 15th on vendor selection and moving forward.

Tasks

- Passport Name Tags-This is ongoing-this is not an issue. We wait to see if new volunteers stick around before ordering name tags. Names are hand written on Accountability Board if no tag exists.
- Inventory and secure Safety Equipment and supplies-This is in place and accessible by Command Staff.
- Reposition Apparatus to ensure safe clearances-Not possible with current building configuration.



Tasks

1A5-Schedule a "Safety and Health Consultation" from the Washington State Labor and Industries "No-Cost Consultation" services.

Immediate timeline.



Tasks

1A6-Adopt safety policies that reinforce best practices.

Short timeline.



Tasks

1A7-Consider the installation of a negative-pressure diesel exhaust system in the apparatus bay.

Medium timeline.



Tasks

1A8-Develop and implement Standard Policies and Procedures for Emergency Operators.

Medium timeline.



Tasks

1A9-Provide a mental health and wellness program.

Medium timeline.



Tasks

1A10-Consider implementing physical exams for all members.

Medium timeline.



Objectives

1B-Strengthen the leadership of the Stevenson Fire Department through a succession plan and professional development.

Overall Progress  0%

Overall Status 

● Complete ● On Track ● Minor Disruption
● Major Disruption ● Not Started ● Future

Action Items

1B1-Develop a succession plan that provides pathways for personnel to advance at all organizational levels.

Last Update

Progress

 0%

Status

● Not Started

1B2-Develop Position Descriptions for each rank within the Stevenson Fire Department.

Last Update

Progress

 0%

Status

● Not Started

1B3-Develop and implement a leadership program for the Captain, Assistant Chief, and Fire Chief positions, incorporating qualification benchmarks.

Last Update

Progress

 0%

Status

● Not Started



Tasks

1B1-Develop a succession plan that provides pathways for personnel to advance at all organizational levels.

Short timeframe.



Tasks

1B2-Develop Position Descriptions for each rank within the Stevenson Fire Department.

Medium timeframe.



Tasks

1B3-Develop and implement a leadership program for the Captain, Assistant Chief, and Fire Chief positions, incorporating qualification benchmarks.

Long timeframe.



Objectives

1C-Provide and support a comprehensive training program for all ranks.

Overall Progress  0%

Overall Status 

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

Action Items

1C1-Develop and implement an annual training program to ensure skills maintenance and compliance with local, State and Federal requirements.

Last Update

Progress  0%

Status ● Not Started

1C2-Identify and support specific training and certification for all positions in the Stevenson Fire Department.

Last Update

Progress  0%

Status ● Not Started

1C3-Develop and implement a formal system for personnel to be "signed-off" at each rank and/or each function they are to perform.

Last Update

Progress  0%

Status ● Not Started

1C4-Develop and implement a "New Member" orientation and training program to ensure deliberate and consistent training of new members.

Last Update

Progress  0%

Status ● Not Started

1C5-Develop and implement a formal "Driver-Operator" program to ensure the safe operation of the apparatus.

Last Update

Progress  0%

Status ● Not Started



1C6-Implement a records management system to easily track required mandatory training and maintain certifications (i.e. Drivers License, NIIMS, Rt-130, CPR, etc.).

Last Update

Progress



Status

● Not Started



Tasks

1C1-Develop and implement an annual training program to ensure skills maintenance and compliance with local, State and Federal requirements.

Short timeframe.



Tasks

1C2-Identify and support specific training and certification for all positions in the Stevenson Fire Department.

Short timeframe.



Tasks

1C3-Develop and implement a formal system for personnel to be "signed-off" at each rank and/or each function they are to perform.

Short timeframe.



Tasks

1C4-Develop and implement a "New Member" orientation and training program to ensure deliberate and consistent training of new members.

Short timeframe.



Tasks

1C5-Develop and implement a formal "Driver-Operator" program to ensure the safe operation of the apparatus.

Short timeframe.



Tasks

1C6-Implement a records management system to easily track required mandatory training and maintain certifications (i.e. Drivers License, NIIMS, Rt-130, CPR, etc.).

Medium timeframe.



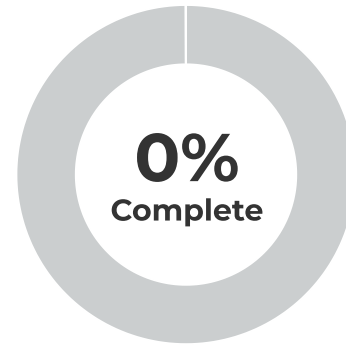
Goals

2-Internal Communications

The City and District will maintain effective, open communications and inclusive decision-making with its members.



Overall Progress



● Complete	0 Action Items (0%)
● On Track	0 Action Items (0%)
● Minor Disruption	0 Action Items (0%)
● Major Disruption	0 Action Items (0%)
● Not Started	4 Action Items (100%)
● Future	0 Action Items (0%)

Objectives

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

2A-Improve the distribution of information to all members of the department.

Tasks 4

Progress 0%

Status



Objectives

2A-Improve the distribution of information to all members of the department.

Overall Progress  0%

Overall Status 

● Complete ● On Track ● Minor Disruption
● Major Disruption ● Not Started ● Future

Action Items

2A1-Identify the standard mechanisms used to communicate with members.

Last Update

Progress

 0%

Status

● Not Started

2A2-Establish a system where regular communications can be stored and easily accessed by all members for review.

Last Update

Progress

 0%

Status

● Not Started

2A3-Establish a system where all Administrative and Operations Policies and Procedures can be stored and easily accessed by all members for review.

Last Update

Progress

 0%

Status

● Not Started

2A4-Consider innovative processes to improve collaboration, idea sharing, and employee-driven movements that drive efficiency.

Last Update

Progress

 0%

Status

● Not Started



Tasks

2A1-Identify the standard mechanisms used to communicate with members.

Short timeline.



Tasks

2A2-Establish a system where regular communications can be stored and easily accessed by all members for review.

Short timeline.



Tasks

2A3-Establish a system where all Administrative and Operations Policies and Procedures can be stored and easily accessed by all members for review.

Short timeline.



Tasks

2A4-Consider innovative processes to improve collaboration, idea sharing, and employee-driven movements that drive efficiency.

Medium, Long timeline.



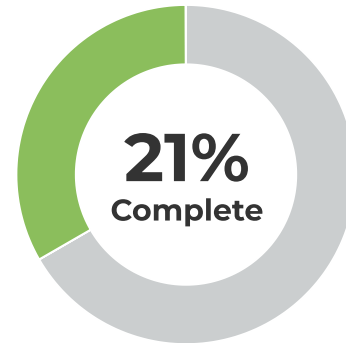
Goals

3-Our Community

The City and District leadership will effectively communicate with customers, citizens, visitors, and partners.



Overall Progress



- Complete
 - On Track
 - Minor Disruption
 - Major Disruption
 - Not Started
 - Future
- | |
|-----------------------------|
| 0 Action Items (0%) |
| 3 Action Items (33%) |
| 0 Action Items (0%) |
| 0 Action Items (0%) |
| 6 Action Items (67%) |
| 0 Action Items (0%) |

Objectives

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

3A-Stevenson Fire

Department members will develop cooperative and positive relationships with organizations, groups, and agencies to serve the citizens of our communities best.

Tasks **5**

Progress



Status



3B-Identify and measure direct community interaction and engagement outside of emergency operations.

Tasks **4**

Progress



Status



Objectives

3A-Stevenson Fire






Department members will develop cooperative and positive relationships with organizations, groups, and agencies to serve the citizens of our communities best.

Overall Progress  5%

Overall Status 

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Items

3A1-Establish regular department head meetings between the Fire Chief and City Administrator.	Last Update 08/7/2023	Progress  20%	Status ● On Track
3A2-Establish a regular verbal and written report submitted by the Fire Chief, through the City Administrator to the City Council, on a minimum quarterly basis.	Last Update	Progress  0%	Status ● Not Started
3A3-Identify opportunities to increase direct interaction between fire department leadership and community/civic organizations.	Last Update	Progress  0%	Status ● Not Started
3A4-Identify and clarify roles between the fire department and firefighters association.	Last Update	Progress  0%	Status ● Not Started
3A5-Establish regular scheduled meetings between members of the Stevenson City Council and Fire District 2 Commissioners.	Last Update 08/7/2023	Progress  5%	Status ● On Track



Tasks


3A1-Establish regular department head meetings between the Fire Chief and City Administrator.

Immediate timeline.

Status and Progress

Last Update
08/7/2023

Progress
 20%

Status
 On Track

Note
Regular meetings are established with department heads weekly and the Fire Chief will attend based on availability.



Tasks

3A2-Establish a regular verbal and written report submitted by the Fire Chief, through the City Administrator to the City Council, on a minimum quarterly basis.

Short timeline.



Tasks

3A3-Identify opportunities to increase direct interaction between fire department leadership and community/civic organizations.

Short timeline.



Tasks

3A4-Identify and clarify roles between the fire department and firefighters association.

Short timeline.



Tasks


3A5-Establish regular scheduled meetings between members of the Stevenson City Council and Fire District 2 Commissioners.

Short timeline.

Status and Progress

Last Update
08/7/2023

Progress
 5%

Status
 On Track

Note
A meeting will be scheduled for September to address this task, focusing on implementation of the strategic plan and other department needs.



Objectives

3B-Identify and measure direct community interaction and engagement outside of emergency operations.

Overall Progress  8%

Overall Status 

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Items

3B1-Define roles and expectations for all personnel in community engagement.

Last Update

Progress  0%

Status ● Not Started

3B2-Identify and implement strategies and opportunities to increase engagement with the community.

Last Update

Progress  0%

Status ● Not Started

3B3-Implement additional social media tools such as a Fire District #2 Website and social media sites.

Last Update **08/7/2023**

Progress  30%

Status ● On Track

3B4-Develop a tool to collect and report information regarding public engagement performance.

Last Update

Progress  0%

Status ● Not Started



Tasks

3B1-Define roles and expectations for all personnel in community engagement.

Short timeline.



Tasks

3B2-Identify and implement strategies and opportunities to increase engagement with the community.

Medium timeline.



Tasks


3B3-Implement additional social media tools such as a Fire District #2 Website and social media sites.

Medium timeline.

Status and Progress

Last Update
08/7/2023

Progress
 **30%**

Status
 On Track

Note
In process. There is a Stevenson Fire Department Facebook page.



Tasks

3B4-Develop a tool to collect and report information regarding public engagement performance.

Medium timeline.



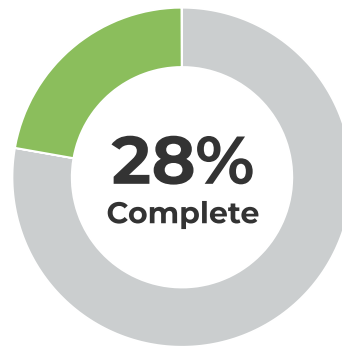
Goals

4-Organizational Stability

The City and District will maintain an organizational structure and support system to ensure sufficient and stable critical business functions of the Fire Department.



Overall Progress



- Complete
 - On Track
 - Minor Disruption
 - Major Disruption
 - Not Started
 - Future
- 0 Action Items (0%)**
4 Action Items (22%)
0 Action Items (0%)
0 Action Items (0%)
14 Action Items (78%)
0 Action Items (0%)

Objectives

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

4A-Clarify Roles and Responsibilities of the Stevenson Fire Department and Fire District 2.

Tasks **5**

Progress



Status



4B-Ensure adequate leadership is available for managing emergency incidents.

Tasks **3**

Progress



Status



4C-Ensure a stable fire department membership available to meet the emergency needs of the community.

Tasks **2**

Progress



Status



4D-Ensure adequate support for core administrative functions.

Tasks **3**

Progress



Status



4E-Strengthen and develop the organizational culture to support the members of the Stevenson Fire Department.

Tasks **5**

Progress



Status



Objectives






4A-Clarify Roles and Responsibilities of the Stevenson Fire Department and Fire District 2.

Overall Progress  1%

Overall Status 

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

Action Items

4A1-Review and update City Municipal Code 2.24 Volunteer Fire Department.	Last Update	Progress  0%	Status ● Not Started
4A2-Review and update the 1989 Operational Agreement between the City and Fire District 2.	Last Update 08/7/2023	Progress  5%	Status ● On Track
4A3-Revise current policy to further engage the City in selecting the City Fire Chief.	Last Update	Progress  0%	Status ● Not Started
4A4-Update policies to clarify the selection and role of the Fire District 2 Fire Marshal/Fire Chief.	Last Update	Progress  0%	Status ● Not Started
4A5-Develop and implement a Fire District Commission Policy Manual, Commissioner Handbook, and Commissioner Training Program.	Last Update	Progress  0%	Status ● Not Started



Tasks

4A1-Review and update City Municipal Code 2.24 Volunteer Fire Department.

Short timeline.



Tasks


4A2-Review and update the 1989 Operational Agreement between the City and Fire District 2.

Short timeline.

Status and Progress

Last Update
08/7/2023

Progress
 5%

Status
 On Track

Note
Fire Chief Farris and City Administrator Kinley will prepare a draft for the City and District to review at the September joint meeting.



Tasks

4A3-Revise current policy to further engage the City in selecting the City Fire Chief.

Short timeline.



Tasks

4A4-Update policies to clarify the selection and role of the Fire District 2 Fire Marshal/Fire Chief.

Short timeline.



Tasks

4A5-Develop and implement a Fire District Commission Policy Manual, Commissioner Handbook, and Commissioner Training Program.

Medium timeline.



Objectives

4B-Ensure adequate leadership is available for managing emergency incidents.

Overall Progress  0%

Overall Status 

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Items

4B1-Develop a new organizational structure to improve leadership and management of the fire department.

Last Update

Progress

 0%

Status

 Not Started

4B2-Develop and implement a strategy to fill and maintain all positions at the rank of Captain, Assistant Chief, and Fire Chief.

Last Update

Progress

 0%

Status

 Not Started

4B3-Develop and implement a mechanism to ensure adequate officer coverage for safe management of emergency incidents.

Last Update

Progress

 0%

Status

 Not Started



Tasks

4B1-Develop a new organizational structure to improve leadership and management of the fire department.

Short timeline.



Tasks

4B2-Develop and implement a strategy to fill and maintain all positions at the rank of Captain, Assistant Chief, and Fire Chief.

Medium timeline.



Tasks

4B3-Develop and implement a mechanism to ensure adequate officer coverage for safe management of emergency incidents.

Medium timeline.



Objectives

4C-Ensure a stable fire department membership available to meet the emergency needs of the community.

Overall Progress  25%

Overall Status 

● Complete ● On Track ● Minor Disruption
● Major Disruption ● Not Started ● Future

Action Items

4C1-Develop, implement, and maintain a comprehensive Volunteer Recruitment and Retention Program.

Last Update

Progress

 0%

Status

● Not Started

4C2-Establish a mechanism to regularly report volunteer membership and participation to the City Council and Fire District 2 Board.

Last Update **08/7/2023**

Progress

 50%

Status

● On Track



Tasks

4C1-Develop, implement, and maintain a comprehensive Volunteer Recruitment and Retention Program.

Medium timeline.



Tasks


4C2-Establish a mechanism to regularly report volunteer membership and participation to the City Council and Fire District 2 Board.

Short timeline.

Status and Progress

Last Update
08/7/2023

Progress
 50%

Status
 On Track

Note
Fire Chief provides monthly updates to Council and District.



Objectives

4D-Ensure adequate support for core administrative functions.

Overall Progress  0%

Overall Status 

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Items

4D1-Develop and implement a set of Standard Policies and Procedures for all Administrative functions and activities.

Last Update

Progress  0%

Status ● Not Started

4D2-Evaluate and implement alternatives for providing necessary long-term administrative support for the fire department.

Last Update

Progress  0%

Status ● Not Started

4D3-Review and update Fire District 2 policies and procedures for compliance with local and State public meeting requirements.

Last Update

Progress  0%

Status ● Not Started



Tasks

4D1-Develop and implement a set of Standard Policies and Procedures for all Administrative functions and activities.

Medium timeline.



Tasks

4D2-Evaluate and implement alternatives for providing necessary long-term administrative support for the fire department.

Short timeline.



Tasks

4D3-Review and update Fire District 2 policies and procedures for compliance with local and State public meeting requirements.

Medium timeline.



Objectives






4E-Strengthen and develop the organizational culture to support the members of the Stevenson Fire Department.

Overall Progress  12%

Overall Status 

● Complete
 ● On Track
 ● Minor Disruption
 ● Major Disruption
 ● Not Started
 ● Future

Action Items

4E1-Formally adopt a Mission, Vision and set of organizational Values.	Last Update	Progress  0%	Status ● Not Started
4E2-Communicate the Mission, Vision, and Values of the department and integrate them into all aspects of the department communications strategy.	Last Update 08/7/2023	Progress  10%	Status ● On Track
4E3-Communicate with all members on the Strategic Plan for the department and communicate regular updates to all members.	Last Update 08/7/2023	Progress  50%	Status ● On Track
4E4-Implement a formal Volunteer Firefighter Recognition Program to celebrate service year milestones, participation, and promotions.	Last Update	Progress  0%	Status ● Not Started
4E5-Ensure fire department policies, procedures, and recruitment strategies address diversity.	Last Update	Progress  0%	Status ● Not Started



Tasks

4E1-Formally adopt a Mission, Vision and set of organizational Values.

Immediate timeline.



Tasks

4E2-Communicate the Mission, Vision, and Values of the department and integrate them into all aspects of the department communications strategy.

Immediate timeline.

Status and Progress

Last Update

08/7/2023

Progress



Status

● On Track

Note

Tasks have been outlined and assigned with posters and online updates completed by August 15th and a handbook developed and completed by January 1, 2024.

Tasks

4E3-Communicate with all members on the Strategic Plan for the department and communicate regular updates to all members.

Immediate timeline.

Status and Progress

Last Update

08/7/2023

Progress



50%

Status

● On Track

Note

Rob to email out the Plan and review high level bullet points on a Monday Night. 9/1/23 deadline.



Tasks

4E4-Implement a formal Volunteer Firefighter Recognition Program to celebrate service year milestones, participation, and promotions.

Medium timeline.



Tasks

4E5-Ensure fire department policies, procedures, and recruitment strategies address diversity.

Medium timeline.



Objectives

● Complete ● On Track ● Minor Disruption ● Major Disruption ● Not Started ● Future

5A-Develop and implement a Facility Maintenance and Replacement Plan.

Tasks **3**

Progress



Status



5B-Develop and implement an Apparatus and Equipment Maintenance and Replacement Plan.

Tasks **3**

Progress



Status



5C-Provide for the long-term operational stability and functionality of the Stevenson Fire Department and Fire District 2.

Tasks **6**

Progress



Status



Objectives

5A-Develop and implement a Facility Maintenance and Replacement Plan.

Overall Progress  10%

Overall Status 


● Complete ● On Track ● Minor Disruption
● Major Disruption ● Not Started ● Future

Action Items

5A1-Development and implement a rehabilitation, cleaning and maintenance plan for the current fire station to ensure clean, safe, and professional facility.

Last Update **08/7/2023**


Progress  30%

Status  On Track

5A2-Develop and implement a records management system to ensure compliance with local and State requirements for the work place.

Last Update


Progress  0%

Status  Not Started

5A3-Immediately develop and implement a Fire Station Replacement Plan.

Last Update

Progress  0%

Status  Not Started



Tasks

5A1-Development and implement a rehabilitation, cleaning and maintenance plan for the current fire station to ensure clean, safe, and professional facility.

Immediate timeline.

Status and Progress


Last Update

08/7/2023

Progress

 30%

Status

 On Track

Note

Tasks have been assigned and projects will be moving forward in the next couple of months to clean and address the condition of the fire station.



Tasks

5A2-Develop and implement a records management system to ensure compliance with local and State requirements for the work place.

Short timeline.



Tasks

5A3-Immediately develop and implement a Fire Station Replacement Plan.

Medium timeline.



Objectives

5B-Develop and implement an Apparatus and Equipment Maintenance and Replacement Plan.

Overall Progress  0%

Overall Status 

● Complete ● On Track ● Minor Disruption
● Major Disruption ● Not Started ● Future

Action Items

5B1-Development and implement a maintenance plan for all apparatus and equipment to ensure safe operation and compliance with local, State, and Federal standards.

Last Update

Progress

 0%

Status

● Not Started

5B2-Develop and implement a records management system to ensure compliance with local, State, and Federal requirements for equipment and apparatus.

Last Update

Progress

 0%

Status

● Not Started

5B3-Develop and implement an Apparatus and Equipment Capital Replacement Plan.

Last Update

Progress

 0%

Status

● Not Started



Tasks

5B1-Development and implement a maintenance plan for all apparatus and equipment to ensure safe operation and compliance with local, State, and Federal standards.

Short timeline.



Tasks

5B2-Develop and implement a records management system to ensure compliance with local, State, and Federal requirements for equipment and apparatus.

Medium timeline.



Tasks

5B3-Develop and implement an Apparatus and Equipment Capital Replacement Plan.

Long timeline.



Objectives





5C-Provide for the long-term operational stability and functionality of the Stevenson Fire Department and Fire District 2.

Overall Progress  0%

Overall Status 

- Complete
- On Track
- Minor Disruption
- Major Disruption
- Not Started
- Future

Action Items

5C1-Develop a comprehensive fire services evaluation to enable policymakers to fully capture needed improvements for planning purposes.	Last Update	Progress  0%	Status <input type="radio"/> Not Started
5C2-Establish a mechanism to annually review the readiness, capabilities, and performance of the fire department.	Last Update	Progress  0%	Status <input type="radio"/> Not Started
5C3-Maximize utilization of available funding mechanisms for the fire department.	Last Update	Progress  0%	Status <input type="radio"/> Not Started
5C4-Implement an electronic records management system for emergency responses whereby records are transmitted to the State of Washington within the NFIRS framework.	Last Update	Progress  0%	Status <input type="radio"/> Not Started



5C5-Evaluate staffing alternatives and develop a long-range plan for ensuring emergency response capabilities, including a review of volunteer compensation, sleeper programs, and potential triggers for providing full-time staffing.

Last Update

Progress



Status

● Not Started

5C6-Evaluate opportunities for increased collaboration with neighboring fire and emergency service districts to meet long-range service delivery needs.

Last Update

Progress



Status

● Not Started



Tasks

5C1-Develop a comprehensive fire services evaluation to enable policymakers to fully capture needed improvements for planning purposes.

Medium, Long timeline.



Tasks

5C2-Establish a mechanism to annually review the readiness, capabilities, and performance of the fire department.

Medium, Long timeline.



Tasks

5C3-Maximize utilization of available funding mechanisms for the fire department.

Medium timeline.



Tasks

5C4-Implement an electronic records management system for emergency responses whereby records are transmitted to the State of Washington within the NFIRS framework.

Short timeline.



Tasks

5C5-Evaluate staffing alternatives and develop a long-range plan for ensuring emergency response capabilities, including a review of volunteer compensation, sleeper programs, and potential triggers for providing full-time staffing.

Medium, Long timeline.



Tasks

5C6-Evaluate opportunities for increased collaboration with neighboring fire and emergency service districts to meet long-range service delivery needs.

Medium, Long timeline.

