



2024 STRATEGIC PLAN

City of Tumwater Fire Department
Tumwater, Washington



Emergency Services Consulting International
Helping Change the World, One Community at a Time

Table of Contents

STRATEGIC PLANNING.....	4
Process Overview.....	4
Community-Centered Strategic Planning Process	5
ACKNOWLEDGMENTS	6
MESSAGE FROM THE CHIEF	8
ENVIRONMENTAL SCAN.....	9
External Stakeholder Feedback	9
Internal Stakeholder Feedback	12
Member Survey.....	12
Health, Safety, & Wellness	12
Trust Within the Department	12
Organizational Culture.....	13
Personnel Development.....	13
City Leadership Strategic Priorities and Goals.....	13
STRATEGIC PLANNING WORK SESSIONS	14
Vision Mission Values	14
GOOD BETTER DIFFERENT.....	16
STRATEGIC WORK PLAN.....	18
Definition of Terms	18
Applicable City Strategy and Goal(s):	19
Build a Community Recognized for Quality, Compassion, and Humanity	19
Provide and Sustain Quality Public Safety Services	19
GOAL #1 – Fire Department Deployment (Response)	19
Applicable City Strategy and Goal(s):	21
Provide and Sustain Quality Public Safety Services	21
GOAL #2 –Improve service levels through strengthening cooperative services.....	21
Applicable City Strategy and Goal(s):	22
Provide and Sustain Quality Public Safety Services	22
Refine and Sustain a Great Organization.....	22



GOAL #3 – Enhance Training Programs	22
Applicable City Strategies:.....	24
Build a Community Recognized for Quality, Compassion, and Humanity	24
Refine and Sustain a Great Organization.....	24
GOAL #4 – Communications	24
Applicable City Strategy and Goal(s):	26
Refine and Sustain a Great Organization.....	26
GOAL #5 – Review Recruitment, Hiring, and Retention Practices	26
Applicable City Strategy and Goal(s):	27
Refine and Sustain a Great Organization.....	27
GOAL #6 – Improve Employee Wellness.....	27
IMPLEMENTATION METHODOLOGY	28
Role of Goal Managers.....	29
Role of Task/Program Teams.....	29
Role of Tumwater Fire Department Member.....	30
Communication Strategies and Mechanisms	30
APPENDIX A: IMPLEMENTATION TEMPLATE GUIDE.....	32
APPENDIX B: INTERNAL SURVEY	39



STRATEGIC PLANNING

Process Overview

Change is inevitable, but growth is intentional. It begins when we set goals. Yet, having goals is not synonymous with success. An organization must craft a comprehensive plan—a roadmap replete with clear objectives, defined timelines, specific roles, and measurable milestones. This strategic planning is pivotal for any organization, public or private, aspiring to reach its full potential.

Such a plan outlines a well-defined direction, takes stock of the operational environment, and devises strategies to progress toward goals. These components position an organization to serve its community and achieve its overarching vision adeptly. In renewing its commitment to professionalism, the organization sets itself on a trajectory toward enduring success.

The strategic implementation planning process culminates in a three-to-five-year work plan, guiding the collective endeavors of the organization towards shared goals and objectives. It is an inclusive method, engaging key stakeholder representatives to ensure that the interests of the entire community are considered throughout the planning stages.

During the planning sessions, the team re-examined the agency's vision, mission, and values. These elements served as the cornerstones for identifying service improvement areas. From these discussions emerged the strategic themes that now underpin the goals of the implementation plan.

The strategic goals, once established, were then broken down into specific objectives. Through robust dialogue and brainstorming, ideas were adopted or discarded based on group consensus. The resulting goals and objectives were designed to be flexible, allowing for adjustments to align with the agency's broader aspirations.

In summary, carefully formulating a strategic plan involving inclusive participation and flexible goal setting equips an organization with the agility to adapt and the direction to thrive amidst change.

“Agility will be the new capital for organizations.”

- 21st Century Fire & Emergency Services White Paper



Community-Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer Fire Rescues and everything in between. This process was utilized in the development of Tumwater Fire Department's strategic planning framework and will include, but not necessarily be limited to:

- Reviewing organizational background.
- Defining services provided to the community.
- Identifying aspects of the organization the community views positively.
- Developing a vision for the future.
- Establishing the organization's guiding principles.
- Identifying performance gaps.
- Establishing the organization's strategic goals.
- Identifying the objectives that support the strategic goals.
- Determining critical implementation tasks for each objective.
- Defining service outcomes in the form of performance measures and targets.



ACKNOWLEDGMENTS

Tumwater Fire Department

Brian Hurley | Fire Chief

Shawn Crimmins | Assistant Fire Chief

James Osberg | Battalion Chief

Donovan Cathey | Battalion Chief

Brad Ridgeway | Battalion Chief

Josh Stewart | Battalion Chief

Jon Kalar | Training Lieutenant

Mark Armstrong | Fire Prevention Officer

Jarrold Simmons | Fire Lieutenant

Andrew Fink | Fire Lieutenant

Will Flagg | Fire Lieutenant

Monti Sorem | Paramedic Lieutenant

Alex Bates | Medical Services Officer

Doug Stankavich | Paramedic Lieutenant

Evan Hagen | Firefighter

Jennifer Lindstrom | Firefighter

Joe Williamson | Paramedic Firefighter

Travis Levya | Firefighter

Eli Fox | Paramedic Firefighter



Emergency Services Consulting International

Richard Curtis | Project Manager

Sterling Folden | Associate Consultant

Dwayne Bonnette | Associate Consultant

Turan Koroglu | Industrial/Organizational Psychology

Shauna Murrell | Branding & Document Support



MESSAGE FROM THE CHIEF

The Tumwater Fire Department is pleased to present our 2024 Strategic Plan update. The Strategic Plan defines our Vision, Mission, and Values and outlines a strategic work plan for the Department. The City of Tumwater is a vibrant, growing community, and the Fire Department must be positioned to address growing demands for service. The Strategic Plan helps identify necessary steps to ensure a high level of service to our community and increased safety for our members.

The Fire Department Strategic Plan sets out goals, objectives, and tasks as we look to the future. Department priorities are evaluated to ensure that they are in alignment with the City of Tumwater's strategic priorities. All areas of the Department were evaluated, including response operations and deployment, community risk reduction programs, community engagement, cooperative partnerships, training, emergency management, and employee safety and wellness. Out of this planning process will come specific recommendations to the Mayor and City Council relating to staffing levels, service enhancements, and identified facility/equipment needs.

The Department utilized a consultant to facilitate the planning process. The process began with an "agency evaluation" to determine how the Department measures up to nationally recognized standards. Areas evaluated included response operations, facilities, equipment, and all programs, such as fire prevention, community education, and training. The consultant also facilitated meetings with both internal and external stakeholders to help ensure all voices were heard. Members of the Department participated in an anonymous survey to help evaluate Department culture. Community members were invited to participate and provide input on what they consider important with regard to Fire Department services. Finally, members of the department participated in several sessions to help identify what the department does well and what we could do better.

The Tumwater Fire Department has a proud tradition of service to the community. The success of the department has been driven by the hard work and dedication of our members and the support of our community. This plan will help ensure that our community receives the highest level of emergency services response possible going into the future.

The Tumwater Fire Department motto, "It's the water... and a lot more" says it all. Our dedicated staff strives to provide the highest level of service no matter what situation may present itself. We welcome your feedback. Feel free to stop by one of our stations to visit in person. Thank you for your support as we strive to provide excellent service to our growing community.

Sincerely,

Brian Hurley, Fire Chief



ENVIRONMENTAL SCAN

External Stakeholder Feedback

On February 7, 2024, ESCI facilitated a community stakeholder feedback session at the Tumwater Fire Station #1. Invitations were sent to thirty community members/businesses. Both external stakeholders attended the session. The seven representatives in attendance included:

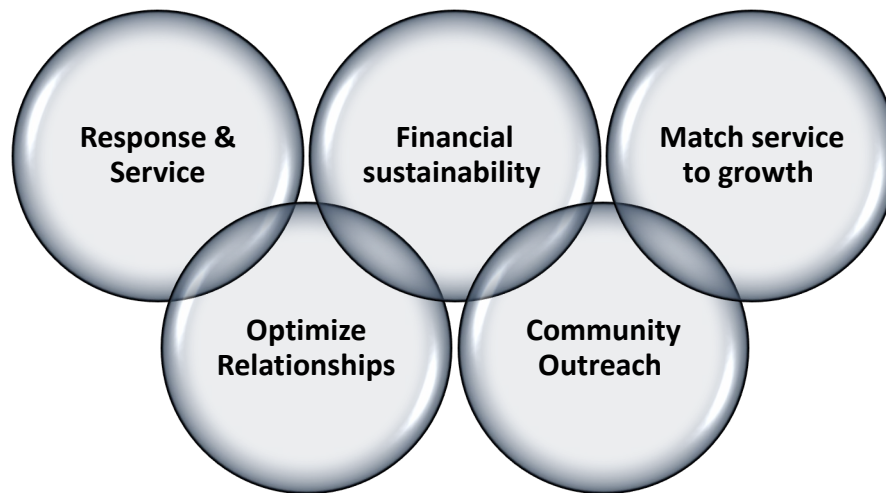
- Stephen Derout – Tumwater School District
- Cheryl Sullivan-Colglazier – Deschutes Ridge Homeowners Association
- Cindy Swanberg – Deschutes Ridge Homeowners Association
- Chris Lester – Lobbyist for the Association of Realtors
- Pete Kmet – Community Member, former Mayor
- Dave Nicandri – Community Member, form Councilmember

As part of the discussions, ESCI asked the attendees to help define "good service" and what a fire department should provide for their community. The group identified the following assets that a generic Fire Department should provide:

- Data-Driven Response
- Make good use of Intergovernmental Agreements
- Financial sustainability
- Community Outreach
- Providing Support Services
- Match service to growth
- Emergency Preparedness



After defining good service, the group worked together to determine the community's expectations of the Tumwater Fire Department from the group's perspective. These expectations included:



1. Response and Service

- Rapid Response with expectations between 4-6 Minutes
- Base deployment on data
 - Efficiency Metrics should also be applied (Best Bang for the Buck)
- Concerns about Ladder Truck coming from Olympia.
- Utilize Alternative Response Models
 - Crisis Intervention Teams
 - CARES Programs
 - Efficient Use of Apparatus (*Do we need expensive Fire Engines to respond to all incidents?*)
- Ensure staff are well trained and skilled.
 - Electric Vehicles, etc.

2. Optimize Relationships

- Establish Intergovernmental Agreements to maximize services.
 - Shared Services with other FDs
- Building relationships with other partners
 - Schools
 - City Departments
 - Community Agencies

3. Financial Sustainability

- Sufficient funding sources for services
- Ensure support services are properly supported.
 - Human Resources, Finance, Logistics, Administrative, etc.
- Provide funding for facilities and equipment allocated to growth in the south of the city.

4. Community Outreach

- Want to know our fire department better?
 - An expectation that Firefighters are engaged in the community.
 - Interactive web page showing locations and categories of responses on a map.
 - Public outreach training
 - CPR, Fire Extinguisher, Emergency Preparedness, Fall Safety, Defensive Space, Smoke Detectors, FD Open House, etc.
 - Cross-department Communication – Reporting Issues
 - Broken Stop Signs, Pot-Holes, Clogged Storm Drains
- Training for Middle and High School Staff

5. Match Service to Growth

- Develop plans for service delivery for the city and population and demographic changes.
- Apparatus and Equipment should be modern and well-maintained.
- Ensure FD capacity is in place before growth occurs, rather than services being overrun.



Internal Stakeholder Feedback

Member Survey

Tumwater Fire Department (TFD) collaborated with Emergency Services Consulting International (ESCI) to formulate, implement, and assess a survey targeting its members. As the consulting firm for the International Association of Fire Chiefs, we worked closely with TFD stakeholders to create and deploy a member survey to inform the development of the strategic plan.

On January 17, 2024, TFD administered the member survey, keeping it open for responses until January 30, 2024. Forty-two (42) of the 53 full-time members participated in the study, constituting over 79 % of TFD's personnel.

The survey primarily captures the viewpoints of full-time staff. Among the respondents, 100% (42) were full-time employees, and no on-call employees or volunteers participated in the survey. The largest segment of respondents, constituting 33%, reported having worked with the Department for 11-25 years. Additionally, 31% indicated a tenure of 0-5 years, and 29% reported 6-10 years of service with the Department.

The following summarizes the survey results and common themes discovered through analyzing overall results and free-text responses.

Health, Safety, & Wellness

Sixty-nine percent of respondents agreed or strongly agreed that the Department supports them with useful physical health and wellness resources, and 79% of survey participants agreed or strongly agreed. Sixty-four percent of TFD members believe that fellow team members have an adequate level of physical fitness to perform their duties. However, nearly a quarter (24%) remained neutral.

Trust Within the Department

TFD members hold the Chief in high regard to make sound decisions and keep them safe. 86% of survey participants agreed or strongly agreed. Almost all the respondents, 95%, agreed or strongly agreed that the Department trusts them to do their assigned job.

Regarding the statement, "I trust the department to do the right thing for my coworkers and me," 74% of TFD members agreed or strongly agreed.



Organizational Culture

The members of the Tumwater Fire Department hold the Department and its leadership in high regard for fostering a very healthy and positive culture within the Department. Many of the free-text responses commented that they feel very "close-knit" and uplifted by the Department's culture. Many of these feelings seem to be stemming from the leadership's consistency with communication and transparency. Many of the members commented on being "heard" as a result of being able to have open communication with the leadership.

Personnel Development

Though TFD members believe that the training provided by the Department is sufficient, there is a call for more training opportunities. Many of the free-text comments in response to the question "From your perspective, what should Tumwater Fire Department start doing immediately?" were regarding developing more training programs. However, it is important to note that there was no common topic of training mentioned in the comments; rather, there was a general call for more training.

City Leadership Strategic Priorities and Goals

The City of Tumwater department directors and senior management developed six overarching strategic priorities and goals for 2025 and 2026. One strategic priority of the city that directly applies to public safety states the following: **"Provide and Sustain Quality Public Safety Services."** The strategic goals that serve that priority are:

1. Law Enforcement Master Plan
2. Ensure timely, efficient, and effective public safety response in our community.
3. Explore and implement partnerships to improve the efficiency of service delivery.
4. Evaluate and promote City programs to reduce risk to life and property throughout our community.
5. Develop innovative initiatives and programs to address growing service demands.

These strategic goals will correlate to each fire department's goals and objectives.



STRATEGIC PLANNING WORK SESSIONS

Vision | Mission | Values

An organization's vision will clearly define and establish what the Department wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. At the plan's end, the adopted vision should be a reality and an accurate portrayal of the Tumwater Fire Department.

VISION:
For what do we
want to be known?

MISSION:
What do we do?

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses Tumwater Fire Department members on what is profoundly 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.

A department's core values are a collection of the most important beliefs and ingrained principles that guide the Department's actions. Establishing core values aims to connect the members, clarify the Department's mission, and define their brand for the community they serve.

VALUES:
What are the rules?



The in-house planning team worked together to review and craft the mission, vision, and values statements:

Our Vision:

We will lead through innovation, education, and integrity while serving the evolving needs of our diverse community.

Our Mission:

"Providing excellent public service through compassion and dedication."

Our Values: C-I-T-E

Compassion: *Serve others with respect, empathy, and humility.*

Innovation: *Fostering an environment with professional and personal development opportunities encompassing physical and mental wellness.*

Trust: *We recognize an inherent trust from our community and peers built upon integrity, individually and as a team. High-functioning and successful teams are dependent on trust.*

Empowerment: *Empowerment promotes accountability and responsibility. Together, these values create a framework for fostering autonomy, integrity, and effectiveness within individuals and the organization.*

Our Motto:

"It's the water...and a lot more."



GOOD | BETTER | DIFFERENT

Tumwater Fire Department members participated in a two-day internal workshop and partook in a "Good – Better – Different" exercise. The process was meant to eliminate group thinking and enable all participants to provide open feedback. Using four different colored sticky notes, Tumwater Fire Department members took part in the following process:

GOOD | Green Sticky Notes: Write three things that TFD should continue to do and make plans to maintain in the future.

BETTER | Yellow Sticky Notes: Write three things TFD should improve upon.

DIFFERENT | Red Sticky Notes: Write three things TFD should stop doing.

DIFFERENT | Blue Sticky Notes: Write three things TFD should start doing.

Facilitators collected each color sticky note and posted them on the board. Small groups organized each sticky note in color into common thoughts and themes and then discussed the common themes. The following is a list of common themes derived from exercise.

TFD should continue these activities and make plans to maintain their importance in the future.

- Creating a great culture
- Listening to individuals
- Deliver good customer service
- Excellent labor/management relationship
- Four platoon schedule
- Maintain quality equipment
- Partnerships

TFD should strive towards improvement in the following aspects of the organization.

- Training
- Communication with the public
- Leadership development
- Special Teams
- Data collection
- Prevention activities
- Recruitment
- Employee health



TFD should cease its attention on the following aspects.

- Responding to other city departments' areas of responsibility
- Using old alerting technology
- Saying yes to all requests
- Doing more with less
- Allowing uninformed decisions to occur
- Inconsistent employee standards

TFD should refocus its attention on the following aspects.

- Employee wellness
- Alternate response models
- Increase support staffing
- Community risk reduction
- More secure facilities
- Leadership development



STRATEGIC WORK PLAN

Definition of Terms

The main components of a strategic plan: Goals, Objectives, and Tasks are defined as follows:

GOAL:

The largest overarching element of a strategic plan is a goal. These are broad enterprises where the organization may have multiple areas of focus.

OBJECTIVE:

A smaller component of and subordinate to a goal, an objective is focused on one area but is still general. If all the objectives under a goal have been accomplished, the goal will have been achieved.

TASK:

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

Tumwater Fire Department and ESCI worked to develop eight goals to focus this strategic plan on obtainable results. Members collaborated to narrow the goals and objectives to a workable list assigned to a member. There was a spirit of friendliness and respect within the room, which lent itself to an environment for open and honest discussion with the goal of helping continue to move the organization forward.

Strategic goals, objectives, and tasks become essential to the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each goal, objective, and task were identified in a two-day planning work session facilitated by ESCI with the TFD team.

The following list defines each goal with its subordinate objectives and each goal with its subordinate tasks. The following goals are actionable items determined through feedback to create the basis of the recommended strategic plan. Details for each goal are provided below.



Applicable City Strategy and Goal(s):

Build a Community Recognized for Quality, Compassion, and Humanity

Provide and Sustain Quality Public Safety Services

- Ensure timely, efficient, and effective public safety response in our community
- Develop innovative initiatives and programs to address growing service demands

GOAL #1 – Fire Department Deployment (Response)

The Tumwater Fire Department will provide a safe, timely, adequate, and effective response to calls for service.

OBJECTIVE #1: Develop a Standard of Cover document with benchmarks to meet the approved level of service.

1. Assess the WSRB coverage factors.
2. Assess performance against NFPA standards and best practices.
3. Determine alternative deployment models to achieve performance standards.
4. Compare and contrast various models and related costs.
5. Select the optimum deployment model.

OBJECTIVE #2: Dispatch and respond with the most appropriate resources to each risk profile.

1. Identify the categories of risk profiles: Fire, EMS, and Others.
2. Identify the gaps/capabilities.
3. Evaluate incident types that present an impact on safety and the concurrent level of service that may need revision of policy or procedure, including recommending suspension of response to certain types of incidents.
4. Evaluate Medic One ALS and BLS contracts and suggest modifications to maximize response effectiveness and performance.
5. Review and update mutual aid response procedures to maximize the level of service to citizens.
6. Through potential collaboration, address non-emergency medical calls and provide community members with appropriate care and resources through an FD Cares program or other resource.

OBJECTIVE #3: Improve communications and collaboration with law enforcement partners.

1. Explore and clarify responsibilities for Tumwater Fire and Police departments on various incident types.
2. Evaluate alternative response resources for specific call types that typically don't require a Medic Unit resource.
3. Explore and evaluate TCOMM's responsibility concerning specific call types.



OBJECTIVE #4: Review how data is collected and formulated to inform stakeholders about the fire department.

1. Identify valuable data both internally and externally and how to collect it.
2. Identify, determine, and train staff on data entry factors that are essential to measure the critical performance outcomes needed to evaluate performance.
3. Assign responsibility to QA/QI data entry.
4. Create a schedule to collect data regularly.
5. Build a template to present data in a sharable place.



Applicable City Strategy and Goal(s):

Provide and Sustain Quality Public Safety Services

- Explore and implement partnerships to improve the efficiency of service delivery
- Develop innovative initiatives and programs to address growing service demands

GOAL #2 –Improve service levels through strengthening cooperative services.

Actively develop a regional strategy to coordinate and consolidate efforts to improve support services between the City of Tumwater, the City of Olympia, Lacey Fire District #3, other surrounding fire districts, Medic One, TCOMM911, and other partner agencies and organizations.

OBJECTIVE #1: Establish work groups with representatives having expertise in the following areas to review, consider, and develop recommendations for improving services.

1. Working with area partners, develop an **Emergency Management** study group to consolidate the programs, plans, and procedures to mitigate manmade and natural disaster incidents.
 - a. Involve the Thurston County Department of Emergency Management.
2. Working with area partners, develop a **Training Program** study group.
3. Working with area partners, develop a regional **Community Risk Reduction** study group to consider the IGA consolidation of code enforcement and public education.
 - a. Involve the Building Officials of the City agencies.
4. Consider collaborating with the City of Olympia on the implementation and funding of a regional **FD Cares Program** intended to address non-emergency medical calls and provide community members with appropriate care and resources.
5. Review and establish common goals among the agencies.
6. Recommend specific structures, responsibilities, and financial requirements that could improve service, provide greater efficiency, and develop greater expertise.



Applicable City Strategy and Goal(s):

Provide and Sustain Quality Public Safety Services

- Explore and implement partnerships to improve the efficiency of service delivery
- Develop innovative initiatives and programs to address growing service demands

Refine and Sustain a Great Organization

- Create a continuous learning organization

GOAL #3 – Enhance Training Programs

Implement a career-long comprehensive professional development training plan starting with onboarding new personnel and continuing through retirement that includes developing a program that empowers employees to achieve their full potential and advance in their careers.

OBJECTIVE #1: Ensure a consistent and measurable EMS training program and evaluation system.

1. Review and evaluate current practices.
2. Collaborate with Medic One to identify the partnership's existing strengths and weaknesses.
3. Solicit feedback from internal and external stakeholders.
4. Explore additional and outside educational opportunities.

OBJECTIVE #2: Confirm that the JATC (Joint Apprenticeship Training Council) program is being utilized meaningfully and meets onboarding and training needs.

1. Evaluate the current strengths and weaknesses of the current JATC program and its requirements.
2. Overhaul the current three-year program.
3. Submit findings and proposals to the JATC subcommittee.

OBJECTIVE #3: Examine regional partnerships to optimize and maximize training opportunities.

1. Evaluate the development of a singular joint training staff and program through an interlocal Government Agreement (IGA) between the City of Olympia and Lacey Fire District #3.
2. Establish a stakeholder group to define needs and resources.
3. Perform a cost-benefit analysis of existing training programs and evaluate the results.



OBJECTIVE #4: Determine if the training program meets current and future service types and demands.

1. Establish the Knowledge, Skills, and Abilities (KSAs) required for each position.
2. Develop a Gap Analysis of current training programs against the KSAs.
3. Evaluate current vulnerabilities and demands.
4. Evaluate potential future needs and plan for those demands.
5. Compare current and future demands with laws and standards and ensure compliance.
6. Build recommended programs to satisfy the identified gaps.

OBJECTIVE #5: Analyze current professional development practices to determine agency gaps.

1. Survey and conduct focus groups to obtain feedback where gaps may exist.
2. Solicit input from agency partners through a leadership lens.
3. Research other FD leadership programs.
4. Evaluate weaknesses of the current promotional practices and develop strategies to make improvements.

OBJECTIVE #6: Update and modify the employee evaluation programs to better guide professional growth.

1. Research alternative evaluation programs.
2. Solicit employee input to improve the system.
3. Meet with the City Human Resources department to suggest modifications.
4. Redesign and update the employee evaluation program.
5. Train users on the new program.
6. Identify/revise employee evaluation policies.

OBJECTIVE #7: Work with the Thurston County Fire Chief's Association to create an annual regional leadership conference.

1. Identify funding and sponsorships.
2. Identify speakers and topics.
3. Determine the venue, time, and audience.



Applicable City Strategies:

Build a Community Recognized for Quality, Compassion, and Humanity

Refine and Sustain a Great Organization

GOAL #4 – Communications

Implement a comprehensive communication strategy to include internal and external stakeholders.

OBJECTIVE #1: Create a communications engagement position for the Tumwater Fire Department to provide greater external communication concerning community risk reduction and operational activities.

1. Define the needs and the hours required to meet the organizational needs.
2. Create a Job Description
3. Secure Funding
4. Recruit and hire a person(s).

OBJECTIVE #2: Review, revise, and update the Department's communications policy.

1. Identify current related policies.
2. Identify new policy needs.
3. Draft/Update new policy.
4. Labor and operations shall review and recommend approval by the Chief.

OBJECTIVE #3: Enhance department visibility through web-based platforms.

1. Obtain approval to modify and update fire department web-based platforms.
2. Expand the use of all social media platforms (Podcast, YouTube, X, etc.)
3. Develop a strategy and procedures to analyze feedback data.

OBJECTIVE #4: Develop a community outreach program.

1. Identify and form relationships with community stakeholder groups.
2. Evaluate other community outreach programs.
3. Provide and identify training to key members.
4. Develop strategies to reach out to the community.
5. Implement elements of the plan to meet the strategic goals.



OBJECTIVE #5: Identify and communicate organizational behaviors that support or detract from our desired culture.

1. Identify tools to assess organizational culture.
2. Memorialize the identified behaviors in an easily accessible place.
3. Provide accountability to redirect unhealthy behaviors that fall short of the desired culture.
4. Educate and train staff on our vision, mission, and values.
5. Display vision, mission, and values in appropriate places.
6. Celebrate employees who embody the vision, mission, values, and desired culture.



Applicable City Strategy and Goal(s):

Refine and Sustain a Great Organization

- Ensure a safe and healthy workforce
- Update Employee Compensation Plan
- Promote a talented DEI workforce
- Create a continuous learning organization (including the Council)

GOAL #5 – Review Recruitment, Hiring, and Retention Practices

Ensure recruitment, hiring, and retention practices and outcomes to meet or exceed current fire department needs and expectations.

OBJECTIVE #1: Confirm the current recruitment practices are meeting and producing quality and diverse applicants.

1. Review and evaluate current practices.
2. Investigate alternate recruitment options and determine feasibility.
3. Create a proposal and present it to the administration.
4. Implement changes in conjunction with human resources and communications.

OBJECTIVE #2: Ensure the current testing and hiring practices yield top-quality candidates.

1. Review and evaluate current practices in collaboration with human resources.
2. Perform a comparative analysis of neighboring agencies' application rates.
3. Evaluate alternate testing products and processes.
4. Recommend and implement changes in conjunction with human resources.

OBJECTIVE #3: Identify practices that maintain a high rate of retention.

1. Review and determine current retention rates.
2. Identify practices that have created the current retention rates.
3. Determine any reasons personnel are leaving before retirement.
4. Investigate best practices for positive retention.
5. Create recommendations based on findings.



Applicable City Strategy and Goal(s):

Refine and Sustain a Great Organization

- Ensure a safe and healthy workforce

GOAL #6 – Improve Employee Wellness

Create a comprehensive wellness program that addresses employees' physical and mental health.

OBJECTIVE #1: Identify contributing factors to employee mental health.

1. Evaluate current data sets.
2. Utilize data to identify best practices.
3. Review and revise existing policies.
4. Implement revised policies and create a revision cycle.

OBJECTIVE #2: Evaluate facilities' SOPs/SOGs with respect to physical and mental wellness.

1. Identify emerging industry trends for best practices.
2. Prioritize these trends and practices for implementation.
3. Review, revise, and implement policies.

OBJECTIVE #3: Identify contributing factors to employee physical health.

1. Evaluate current data sets.
2. Utilize data to identify best practices.
3. Review and revise existing policies.
4. Implement revised policies and create a revision cycle.

OBJECTIVE #4: Mitigate environmental issues that may cause cancer for firefighters.

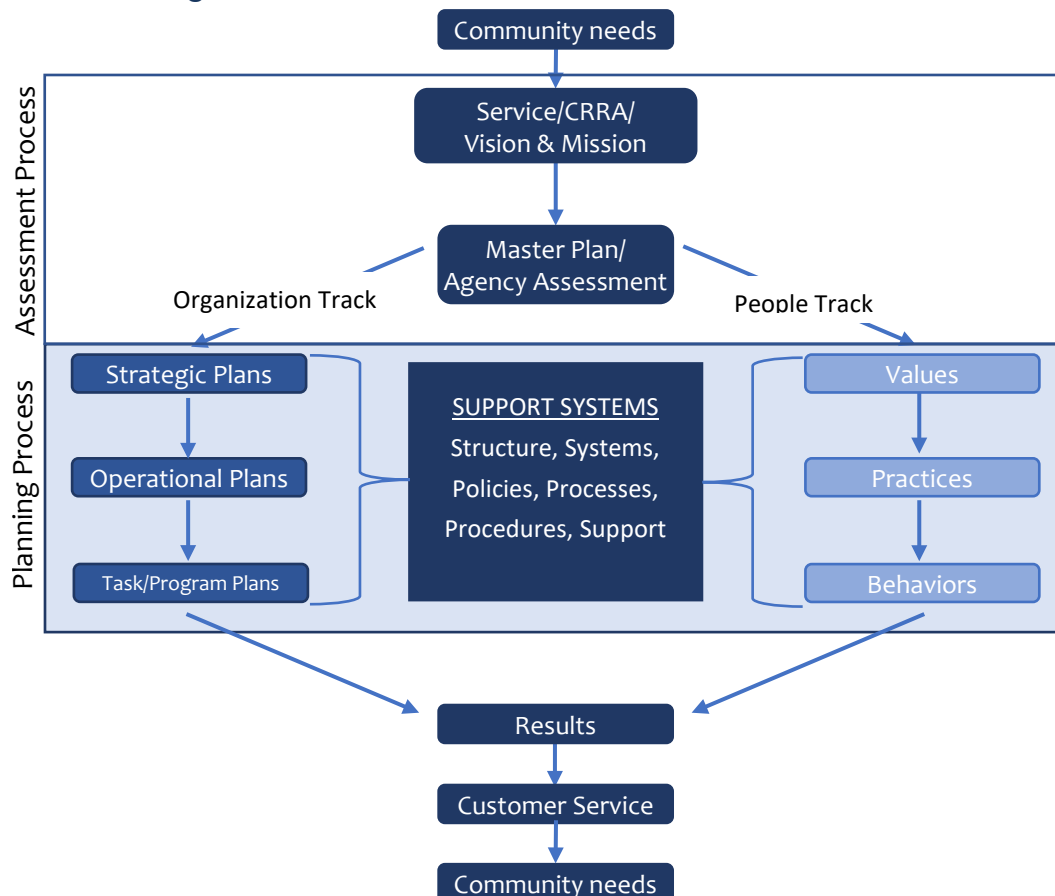
1. Reduce exposure to diesel exhaust by installing separate heating/air conditioning and air handling systems and installing an airtight physical barrier from apparatus bay spaces.
2. Adopt the recommended practices developed by the International Association of Fire Fighters and the Firefighter Cancer Support Network – Healthy In – Healthy Out initiatives.
 - a. Review decontamination procedures at the scene and in the station.
 - b. Storage of PPE Equipment
 - c. Isolate furniture, ice machines, and other equipment in apparatus bays.



IMPLEMENTATION METHODOLOGY

Emergency services continually contend with a rapidly changing environment. Improved tools, technologies, increased regulation of activities, and changing risk profiles are all challenges that, if not planned for, create a reactionary decision-making methodology instead of a proactive organization. Fire departments can avoid organizational obstacles through continuous evaluations of the internal and external environment and aligning themselves around the needs of these environments. An organization will stay agile and on the leading edge of service delivery by analyzing data and trends and implementing course corrections.

Organizational Alignment



To remain highly effective and improve service delivery, an organization must identify programs and activities that may no longer serve the community's changing needs. The abovementioned process is called organizational alignment, adapted from the Vector Group to meet the fire service's needs. This process aligns the entire organization by examining the community needs and cascading those needs down through the service delivery plan, community risk reduction assessment plan (CRRA), and mission. This service delivery plan outlines the services provided by the organization and creates a foundation for the organization's mission. There are separate processes that mirror each other for organization and people planning.

The organizational track examines strategic, operational, and tactical/program plans. The people track details of the individuals' values, practices, and behaviors. Both pathways come back together to measure results. Keep in mind that these processes are not exclusive of each other. Many times, these processes are documented in combined plans. These results are compared to the provided customer service, and this service is measured to the community's needs. The executive team is the champion of the strategic plan. However, for the strategic plan to be successful, every organization member must own it, embrace it, and help hold the organization accountable to it.

Role of Goal Managers

Each goal within the organization should be assigned to a designated manager responsible for coordinating their respective goals. Once assigned, these goal managers must clarify their roles and responsibilities and form inclusive and capable task teams for each objective within the goal. Once the task teams are established, the manager needs to identify necessary funding, stay vigilant about the status and progress of each task team, troubleshoot and remove obstacles hindering the task teams, and consistently report on goal status, progress, barriers, strategies to address obstacles, successes, and achievements. Goal managers play a crucial role in communicating the status of their plan element to the organization.

Role of Task/Program Teams

Each objective is assigned a task/program team with capable members, emphasizing those who desire to achieve the objective or have expertise or job assignments that align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the goal manager where there are questions, identify the need for funding appropriations, and begin outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the goal managers.



Role of Tumwater Fire Department Member

Tip:

Every effective presentation message is a call to action, feeling, or thought.

Every Member of the Tumwater Fire Department is responsible for understanding the strategic plan, internalizing its vision, mission, values, goals, and objectives, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the multiple efforts being expended to make the organization more successful, members can be on the lookout for opportunities the different task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the

organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to from the outset.

It is also essential to be reasonable in the organization's expectations of the strategic plan. In some cases, some challenges have taken years to manifest themselves in their current form. They will not be corrected overnight. Each member must see themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolving some issues requires more effort than is available to the organization in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.

Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- Chief officers meet with all crews over time to review the strategic plan.
- Incorporation of vision, mission, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members and post a hard copy at each station or to TWFD's Vector/Target Solutions.
- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update the plan and ensure accountability.
- The Fire Chief should provide quarterly reports to the city manager as a standing agenda item for the life of the plan.



These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of excitement by the members for the following elements to be accomplished.

The plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the Department. Whether the provided planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the critical takeaway is maintaining granular tracking at the task team level and the big picture department-wide.

Tip:

Deliver a conclusion that is not just a summary but a look into the future.



APPENDIX A: IMPLEMENTATION TEMPLATE GUIDE

GOAL #1 – Fire Department Deployment (Response)		
The Tumwater Fire Department will provide a safe, timely, adequate, and effective response to calls for service.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Develop a Standard of Cover document with benchmarks to meet the approved level of service.		
1. Assess the WSRB coverage factors.		
2. Assess performance against NFPA standards and best practices.		
3. Determine alternative deployment models to achieve performance standards.		
4. Compare and contrast various models and related costs.		
5. Select the optimum deployment model.		
OBJECTIVE #2: Dispatch and respond with the most appropriate resources to each risk profile.		
1. Identify the categories of risk profiles: Fire, EMS, and Others.		
2. Identify the gaps/capabilities.		
3. Evaluate incident types that present an impact on safety and the concurrent level of service that may need revision of policy or procedure, including recommending suspension of response to certain types of incidents.		
4. Evaluate Medic One ALS and BLS contracts and suggest modifications to maximize response effectiveness and performance.		
5. Review and update mutual aid response procedures to maximize the level of service to citizens.		
6. Through potential collaboration, address non-emergency medical calls and provide community members with appropriate care and resources through an FD Cares program or other resource.		
OBJECTIVE #3: Improve communications and collaboration with law enforcement partners.		
1. Explore and clarify responsibilities for Tumwater Fire and Police departments on various incident types.		
2. Evaluate alternative response resources for specific call types that typically don't require a Medic Unit resource.		
3. Explore and evaluate TCOMM's responsibility concerning specific call types.		
OBJECTIVE #4: Review how data is collected and formulated to inform stakeholders about the fire department.		
1. Identify valuable data both internally and externally and how to collect it.		
2. Identify, determine, and train staff on data entry factors that are essential to measure the critical performance outcomes needed to evaluate performance.		
3. Assign responsibility to QA/QI data entry.		
4. Create a schedule to collect data regularly.		
5. Build a template to present data in a sharable place.		

GOAL #2 –Improve service levels through strengthening cooperative services.		
Actively develop a regional strategy to coordinate and consolidate efforts to improve support services between the City of Tumwater, the City of Olympia, Lacey Fire District #3, other surrounding fire districts, Medic One, TCOMM911, and other partner agencies and organizations.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Establish work groups with representatives having expertise in the following areas to review, consider, and develop recommendations for improving services.		
1. Working with area partners, develop an Emergency Management study group to consolidate the programs, plans, and procedures to mitigate manmade and natural disaster incidents.		
a. Involve the Thurston County Department of Emergency Management.		
2. Working with area partners, develop a Training Program study group.		
3. Working with area partners, develop a regional Community Risk Reduction study group to consider the IGA consolidation of code enforcement and public education.		
a. Involve the Building Officials of the City agencies.		
4. Consider collaborating with the City of Olympia on the implementation and funding of a regional FD Cares Program intended to address non-emergency medical calls and provide community members with appropriate care and resources.		
5. Review and establish common goals among the agencies.		
6. Recommend specific structures, responsibilities, and financial requirements that could improve service, provide greater efficiency, and develop greater expertise.		

GOAL #3 – Enhance Training Programs		
Implement a career-long comprehensive professional development training plan starting with onboarding new personnel and continuing through retirement that includes developing a program that empowers employees to achieve their full potential and advance in their careers.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Ensure a consistent and measurable EMS training program and evaluation system.		
1. Review and evaluate current practices.		
2. Collaborate with Medic One to identify the partnership's existing strengths and weaknesses.		
3. Solicit feedback from internal and external stakeholders.		
4. Explore additional and outside educational opportunities.		
OBJECTIVE #2: Confirm that the JATC (Joint Apprenticeship Training Council) program is being utilized meaningfully and meets onboarding and training needs.		
1. Evaluate the current strengths and weaknesses of the current JATC program and its requirements.		
2. Overhaul the current three-year program.		
3. Submit findings and proposals to the JATC subcommittee.		
OBJECTIVE #3: Examine regional partnerships to optimize and maximize training opportunities.		
1. Evaluate the development of a singular joint training staff and program through an interlocal Government Agreement (IGA) between the City of Olympia and Lacey Fire District #3.		
2. Establish a stakeholder group to define needs and resources.		
3. Perform a cost-benefit analysis of existing training programs and evaluate the results.		
OBJECTIVE #4: Determine if the training program meets current and future service types and demands.		
1. Establish the Knowledge, Skills, and Abilities (KSAs) required for each position.		
2. Develop a Gap Analysis of current training programs against the KSAs.		
3. Evaluate current vulnerabilities and demands.		
4. Evaluate potential future needs and plan for those demands.		
5. Compare current and future demands with laws and standards and ensure compliance.		
6. Build recommended programs to satisfy the identified gaps.		
OBJECTIVE #5: Analyze current professional development practices to determine agency gaps.		
1. Survey and conduct focus groups to obtain feedback where gaps may exist.		
2. Solicit input from agency partners through a leadership lens.		
3. Research other FD leadership programs.		
4. Evaluate weaknesses of the current promotional practices and develop strategies to make improvements.		

	Timeline	Goal Manager/Task Program Team
OBJECTIVE #6: Update and modify the employee evaluation programs to better guide professional growth.		
1. Research alternative evaluation programs.		
2. Solicit employee input to improve the system.		
3. Meet with the City Human Resources department to suggest modifications.		
4. Redesign and update the employee evaluation program.		
5. Train users on the new program.		
6. Identify/revise employee evaluation policies.		
OBJECTIVE #7: Work with the Thurston County Fire Chief's Association to create an annual regional leadership conference.		
1. Identify funding and sponsorships.		
2. Identify speakers and topics.		
3. Determine the venue, time, and audience.		

GOAL #4 – Communications		
Implement a comprehensive communication strategy to include internal and external stakeholders.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Create a communications engagement position for the Tumwater Fire Department to provide greater external communication concerning community risk reduction and operational activities.		
1. Define the needs and the hours required to meet the organizational needs.		
2. Create a Job Description		
3. Secure Funding		
4. Recruit and hire a person(s).		
OBJECTIVE #2: Review, revise, and update the Department's communications policy.		
1. Identify current related policies.		
2. Identify new policy needs.		
3. Draft/Update new policy.		
4. Labor and operations shall review and recommend approval by the Chief.		
OBJECTIVE #3: Enhance department visibility through web-based platforms.		
1. Obtain approval to modify and update fire department web-based platforms.		
2. Expand the use of all social media platforms (Podcast, YouTube, X, etc.)		
3. Develop a strategy and procedures to analyze feedback data.		
OBJECTIVE #4: Develop a community outreach program.		
1. Identify and form relationships with community stakeholder groups.		
2. Evaluate other community outreach programs.		
3. Provide and identify training to key members.		
4. Develop strategies to reach out to the community.		
5. Implement elements of the plan to meet the strategic goals.		
OBJECTIVE #5: Identify and communicate organizational behaviors that support or detract from our desired culture.		
1. Identify tools to assess organizational culture.		
2. Memorialize the identified behaviors in an easily accessible place.		
3. Provide accountability to redirect unhealthy behaviors that fall short of the desired culture.		
4. Educate and train staff on our vision, mission, and values.		
5. Display vision, mission, and values in appropriate places.		
6. Celebrate employees who embody the vision, mission, values, and desired culture.		

GOAL #5 – Review Recruitment, Hiring, and Retention Practices		
Ensure recruitment, hiring, and retention practices and outcomes to meet or exceed current fire department needs and expectations.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Confirm the current recruitment practices are meeting and producing quality and diverse applicants.		
1. Review and evaluate current practices.		
2. Investigate alternate recruitment options and determine feasibility.		
3. Create a proposal and present it to the administration.		
4. Implement changes in conjunction with human resources and communications.		
OBJECTIVE #2: Ensure the current testing and hiring practices yield top-quality candidates.		
1. Review and evaluate current practices in collaboration with human resources.		
2. Perform a comparative analysis of neighboring agencies' application rates.		
3. Evaluate alternate testing products and processes.		
4. Recommend and implement changes in conjunction with human resources.		
OBJECTIVE #3: Identify practices that maintain a high rate of retention.		
1. Review and determine current retention rates.		
2. Identify practices that have created the current retention rates.		
3. Determine any reasons personnel are leaving before retirement.		
4. Investigate best practices for positive retention.		
5. Create recommendations based on findings.		



GOAL #6 – Improve Employee Wellness		
Create a comprehensive wellness program that addresses employees' physical and mental health.		
	Timeline	Goal Manager/Task Program Team
OBJECTIVE #1: Identify contributing factors to employee mental health.		
1. Evaluate current data sets.		
2. Utilize data to identify best practices.		
3. Review and revise existing policies.		
4. Implement revised policies and create a revision cycle.		
OBJECTIVE #2: Evaluate facilities' SOPs/SOGs with respect to physical and mental wellness.		
1. Identify emerging industry trends for best practices.		
2. Prioritize these trends and practices for implementation.		
3. Review, revise, and implement policies.		
OBJECTIVE #3: Identify contributing factors to employee physical health.		
1. Evaluate current data sets.		
2. Utilize data to identify best practices.		
3. Review and revise existing policies.		
4. Implement revised policies and create a revision cycle.		
OBJECTIVE #4: Mitigate environmental issues that may cause cancer for firefighters.		
1. Reduce exposure to diesel exhaust by installing separate heating/air conditioning and air handling systems and installing an airtight physical barrier from apparatus bay spaces.		
2. Adopt the recommended practices developed by the International Association of Fire Fighters and the Firefighter Cancer Support Network – Healthy In – Healthy Out initiatives.		
a. Review decontamination procedures at the scene and in the station.		
b. Storage of PPE Equipment		
c. Isolate furniture, ice machines, and other equipment in apparatus bays.		

APPENDIX B: INTERNAL SURVEY

Tumwater Fire Department

Strategic Plan - Member Survey

Tumwater Fire Department (TFD) collaborated with Emergency Services Consulting International (ESCI) to formulate, implement, and assess a survey targeting its members. As the consulting firm for the International Association of Fire Chiefs, we worked closely with TFD stakeholders to create and deploy a member survey to inform the development of the strategic plan.

On January 17, 2024, TFD administered the member survey, keeping it open for responses until January 30, 2024. A total of forty-two (42) individuals participated in the study, constituting over 62% of TFD's personnel.

The survey primarily captures the viewpoints of full-time staff. Among the respondents, 100% (42) were full-time employees, and there were not any on-call employees or volunteers who participated in the survey. The largest segment of respondents, constituting 33%, reported having worked with the Department for 11–25 years. Additionally, 31% indicated a tenure of 0–5 years, and 29% reported 6–10 years of service with the Department.

The following summarizes the survey results and common themes discovered through analyzing overall results and free-text responses.



Health, Safety, & Wellness

Mental Health Support

Members of the Tumwater Fire Department hold the belief that the Department offers valuable mental health support, with 79% of survey participants expressing agreement or strong agreement on this matter.

Physical Health

69% of respondents agreed or strongly agreed that the Department supports them with useful physical health and wellness resources.

Physical Fitness

64% of TFD members believe that fellow team members have adequate physical fitness to perform their duties. However, nearly a quarter (24%) remained neutral on the matter.

Trust Within the Department

Trust in Leadership

TUMWATER FIRE DEPARTMENT members hold the Chief in high regard for making sound decisions and keeping them safe. 86% of survey participants agreed or strongly agreed, 10% were neutral, and the remaining disagreed. None of the respondents strongly disagreed.

Trust in the Members

Almost all of the respondents, 95%, agreed or strongly agreed that the Department trusts them to do their assigned job. The remaining 5% chose to remain neutral on the matter. It is important to note that none (0%) of the respondents disagreed or strongly disagreed.

Trust in the Department

Regarding the statement, "I trust the department to do the right thing for my coworkers and me," 74% of TFD members agreed or strongly agreed. Approximately 19% remained in a neutral stance.



Organizational Culture

Healthy Culture

Almost all TFD members (93%) agree or strongly agree that the culture among department employees is generally healthy. The remaining respondents held a neutral stance on the matter, and none of the participants disagreed or strongly disagreed.

Personal Attitudes

Once again, almost all TFD members (91%) believe that they are able to maintain a positive attitude while at work and that they enjoy their jobs. Only 1 (2%) respondent disagreed, and the remaining 3 (7%) remained neutral.

Coworker Attitudes

Similarly, 90% of TFD members agree or strongly agree that their coworkers generally maintain positive attitudes and enjoy their jobs. The remaining 10% stood neutral, and none disagreed.

Ability to Influence Attitudes

TFD members (85%) agree or strongly agree with the statement, "I can influence my coworker's attitudes and improve the culture at my department." Approximately 12% remained neutral.

Common Theme

The members of the Tumwater Fire Department hold the Department and its leadership in high regard for fostering a very healthy and positive culture within the Department. Many of the free-text responses commented that they feel very "close-knit" and uplifted by the culture of the Department. Many of these feelings seem to be stemming from the leadership's consistency with communication and transparency. Many of the members commented on being "heard" as a result of being able to have open communication with the leadership.

Feelings of Value

Member value

Eighty-one percent (81%) of TFD members believe that the Tumwater Fire Department values them as employees.



Input on Important Issues

The majority of TFD members feel that the Department values their input on important issues. Approximately 62% of respondents agreed or disagreed, 29% were neutral, and the remainder disagreed.

Personnel Development

Training Effectiveness

Regarding the statement, "I have an adequate amount of training to do my job effectively," 64% agreed or strongly agreed. Additionally, 29% remained neutral.

Professional Growth

The majority of TFD members (57%) believe that there are professional growth opportunities within the organization. However, over a quarter (26%) of respondents were neutral on the matter.

Common Theme

Though TFD members believe that the provided training by the Department is sufficient, there seems to be a call for more training opportunities. Many of the free-text comments in response to the question "From your perspective, what should Tumwater Fire Department start doing immediately?" were regarding developing more training programs. However, it is important to note that there was not a common topic of training mentioned between the comments; rather, there was a general call for more training.

Work Environment

Safe Workplace

An overwhelming consensus among TFD members (93%) is that they feel they are safe in their workplace. Only about 5% disagreed, and 2% held a neutral stance.

Tools and Equipment

Nearly three-fourths (74%) of TFD members agree or strongly agree that the tools and equipment provided to them are adequate for their job. However, approximately 19% remained neutral on the matter.



Apparatus and Vehicles

Over three-fourths (76%) of TFD members agree or strongly agree that the apparatus or vehicles they operate or ride in are safe and well-maintained. Roughly 17% remained neutral, and 7% disagreed or strongly disagreed.

Communication

Receiving Information

Most TFD members (57%) believe that they receive timely and accurate information regarding the Department's direction. Over a quarter (26%) held a neutral stance on the matter, whereas 17% disagreed or strongly disagreed.

Access to Information

Roughly 83% of respondents agreed or strongly agreed with the statement, "I have access to the right amount of information to do my job." Additionally, 14% of respondents were neutral.

Recruitment, Retention, & Sustainability

Recruitment

Approximately 60% of TFD members believe that the Department recruits quality people to fill open positions. However, nearly a quarter (24%) were neutral, and 16% of participants disagreed or strongly disagreed.

Retention

There is strong consensus from the members of TFD that the Department retains quality personnel to maintain its mission, with 83% agreeing or strongly agreeing. About 12% remained neutral, and only 5% felt otherwise.

Organizational Sustainability

Eighty-six percent (86%) of TFD members agree or strongly agree that the Department is a stable organization for which they can build their future. However, 12% remained neutral on the matter.

