CLARK COUNTY
FIRE DISTRICT 6
FIRE•RESCUE•EMS

Fire Department Strategic Plan

May 2008

Emergency Services Consulting inc.

Clark County Fire District 6, WA

2008 Strategic Plan

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Message from the Chief

To the members of Fire District 6 and the community we serve:

It is with great pleasure I introduce the 2008 Strategic Plan for Clark County Fire District 6. This Plan is the result of months of work by both the membership and leadership of the organization and by the community we serve.

This Strategic Plan provides us with specific measurable initiatives and objectives to achieve during the next three to five years. All of these objectives are ultimately aimed at improving the organization and the services we provide to our citizens.

The 2008 Strategic Planning process concludes a larger process which includes the District's first-ever Master Plan. The process included an analysis of the department and a close look at all aspects of the organization. The final version of the Master Plan was presented to the Board of Fire Commissioners on April 15, 2008 and provides a long-range (fifteen to twenty year) look into the future of the District. That Plan will be reviewed and revised periodically, and subsequent, future strategic plans will incorporate those revisions.

The District will periodically report our progress on the Strategic Plan objectives to the community, through our website and newsletters, and internally to the members of the department.

My thanks to all members who participated in the planning processes and their thoughtful consideration of the issues facing the organization. In addition, I thank those concerned citizens who donated their precious time to assist the department and provided us with their honest opinions, concerns, and positive feedback.

With these plans in place, I am confident Fire District 6 will grow in a positive, responsive manner to continue to meet the needs of our members and the community into the future.

David Taylor, Fire Chief

Acknowledgements

Emergency Services Consulting inc. (ESCi) wishes to thank all of the individuals that gave their time and effort to help with the production of this strategic plan for Clark County Fire District 6 (CCFD6, District 6, or District).

Board of Commissioners

Dean Bloemke
Casey Collins
Dick Spring

The District's Board of Commissioners (Board) approved the project and were interviewed at length, one-on-one by the facilitators. We appreciate their candor and frank discussion.

External Stakeholders

Jamie Allen
Dr. Milada Allen
Barbara Anderson
Jac Arnal
Doug Ballou
Dan Bodell
Dick Clairmont
Vicki Fitzsimmons
Jennifer Halleck
Neil Kimsey
Susan Kuzma
Robert Kuzma
Vaughn Lein
Terry Sott
Jim Spinelli
George Vartanian
Ron Wilson

A key component of this project is input by a cross-section of the community served by the District. The citizen stakeholders who contributed to the creation of this strategic plan provided an invaluable contribution that was used by the strategic planning team when creating its contents. The development of this plan was truly a team effort.

Internal Strategic Planning Team

Ethan Altman
Kyle Bieber
Dean Bloemke
Bill Cline
Casey Collins
Miles Delone
Derek Dye
Leah Edwards
Mike Hollingsworth
Scott Johns
Brian Johnson
Joe Killian
Scott Meucci
Scott Reamer
Dick Spring
Dick Streissguth
David Taylor
Kevin Todd

The District's internal strategic planning team was assembled from a cross-section of the organization's members; all participants were committed to the success of the project. As a part of the process, the facilitators asked that members of the team participate on a no-rank or position basis. This facilitation strategy, coupled with the participants' commitment, helped to facilitate a more open and honest dialogue. ESCi wishes to express a special thank you to Chief Dave Taylor and the leadership of Local 1805 of the International Association of Firefighters for their commitment to this process.

Executive Summary

"If you fail to plan, plan to fail."[1]

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of the community and achieve its goals. The planning process that the members engaged in has served to refresh the organization's commitment to excellence and set the path to future success.

The Customer Centered Strategic Planning process is more than the creation of a document. The process challenged the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires, and it challenges individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to participate in the development of their organization's short-term[2] direction and focus.

District members completed their first strategic plan in 2000 and updated it in 2005. ESCi is pleased to present this updated strategic plan, which is the result of collective decision-making by the members as they developed future strategies for their organization.

It takes organizational and individual courage to enter into and participate in the planning process. The Board members, the internal strategic planning group, and the citizen advisory group are to be commended for participating and supporting this important process.

[1] Author unknown.
[2] Strategic plans have a three to five-year outlook.

Summary of Findings

The following planning elements were developed based on the input of the board of commissioners, internal strategic planning group, internal and external customer surveys, and the citizen advisory group.

Mission Statement

DEDICATED TO EXCELLENCE IN PROTECTING AND SERVING OUR COMMUNITY.

Vision Statements

- TO BE AN ORGANIZATION THAT CONTINUALLY EVALUATES AND IS COMMITTED TO THE WELL-BEING OF OUR MEMBERS AND COMMUNITY.
- TO HAVE THE DEPARTMENT BE RECOGNIZED POSITIVELY BY OUR COMMUNITY AND OTHER AGENCIES.
- TO STRIVE TO CONTINUALLY EXCEED ALL OF OUR CUSTOMERS' EXPECTATIONS.
- TO BE ENTHUSIASTICALLY SUPPORTED BY OUR COMMUNITY WHICH VIEWS US WITH PRIDE, RESPECT, AND CONFIDENCE.
- TO PROMOTE AND ENCOURAGE A CREATIVE, POSITIVE, AND DIVERSE ENVIRONMENT.
- TO BE AN ORGANIZATION WHICH ANTICIPATES, EMBRACES, AND SUPPORTS POSITIVE CHANGE.

Guiding Principles

AT FIRE DISTRICT 6, WE VALUE THE FOLLOWING GUIDING PRINCIPLES – WE WILL PROMOTE AN ATMOSPHERE OF COURTESY, RESPECT, INTEGRITY, AND COMMITMENT IN THE PURSUIT OF PROFESSIONAL EXCELLENCE. THEREFORE, WE ENCOURAGE INNOVATION, TEAMWORK, AND OPEN COMMUNICATION.

Strategic Initiatives

I. Improve morale
II. Improve Board function
III. Improve internal and external communication
IV. Optimize the District's training function
V. Ensure the District remains financially stable
VI. Enhance the emergency services delivery system
VII. Prepare for possible annexation

A Brief History

Clark County

Named for Captain William Clark of Lewis and Clark Expedition fame, Clark County is one of the fastest growing regions in Washington State and in the Portland, Oregon, metropolitan region. Today, more than 383,000 people live in Clark County, a figure that is almost double the population recorded in 1980.

Clark County Fire District 6

The District, formed in 1954, has been providing services to the Hazel Dell, Lakeshore, Felida, Salmon Creek, Mount Vista, and the Clark County Fairgrounds for over 50 years. The District was accredited by the Washington Surveying and Rating Bureau on January 1, 1956. The first fire station was built on properties donated by the Hazel Dell Community Club and Mr. Gale Marshall, a local businessman. Station 2 was added in 1958 when the Felida/Sara and lower Hazel Dell Avenue areas requested fire services from CCFD6. Station 3 was added in 1962 in the Salmon Creek area.

The first call for volunteers in 1954 saw 65 men come forth to commit time and effort to the community. The first part-time fire chief's position was created in 1959, and the first full-time firefighter was hired in 1967. Additional career firefighters were hired in 1968 and organized under Local 1805 of the International Association of Firefighters, which remains the representative body for the District's career firefighters today.

Updates, remodeling, and replacement of fire stations have been ongoing over the past 50 years. The current Station 1 facility was constructed in 1991, 12 blocks to the north of the original station.

Today, the District serves an area of approximately 37 square miles comprised of rural, residential, commercial, and light industrial properties with a population of approximately 65,334.[3]

[3] Projected from 2000 and 2007 U.S. Census data.

2005 Strategic Plan Noteworthy Accomplishments

Modified Mission, Vision, and Values Statements

The 2005 Plan revised mission, vision and values statements for the department and personnel that directly reflected our personnel and the community we serve. These were prominently posted in all three stations and on the District's internal and external web sites. In addition, the statements were incorporated into the District's annual performance evaluation program.

Improvement of Internal Communications Systems

Since the 2005 Plan was adopted by the Board, the District took steps to improve communications at all levels. Feedback systems were established and the use of specific forms was stressed to improve top to bottom and bottom to top communication. The internal web site was renovated to improve ease of use and increased the information available to personnel.

Maintenance of Current Service Levels

The Board adopted a Standard of Cover/Deployment Standard document which will assist in the efficient operations of the District. In 2005, a staffing study was conducted and presented to the Board. In 2007, a comprehensive study was presented to the Board regarding staffing, facilities, and finances.

Opportunities for Consolidation/Cooperation with Neighboring Agencies

Station 15-1 at the Public Safety Complex has been in service and operating since 2001. The three fire agencies involved continued discussions regarding improvements. The merged city/county Technical Rescue Team now effectively operates and trains as a single consolidated team.

Comprehensive Facilities Plan / Needed Improvements

An analysis of current and future space needs and facility improvements was completed and presented to the Board. A comprehensive facilities plan was prepared and presented to the Board.

Recruitment and Retention of Qualified Personnel

The District contracted with Public Safety Testing, a company that recruits emergency services personnel from across the United States. The written testing and physical ability testing processes are conducted by the company. The District receives an updated list every six months.

Emergency Medical Services Program Coordinator

During the 2005 strategic planning process, a position to coordinate the emergency medical services (EMS) program of the District was identified as a need. Ultimately, the position was created and filled.

Physical Fitness/Wellness Program

The program was developed through negotiation with the bargaining unit. It has been in place for over seven years. Bargaining unit personnel receive annual physical exams and time is allocated to physical fitness each day. New equipment, procedures, and methods are continually being evaluated by the Wellness Committee. Personnel also receive additional training and information regarding wellness on a variety of topics.

Planning Methodology

Public safety agencies and the fire service in particular, find themselves in a very competitive cycle. Public expectations are increasing while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strains against the pressure. Our nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness.

With these issues in mind, planning teams need to have a clear understanding of their organization's direction. The public's expectations and fewer resources make it difficult to accomplish specific goals and objectives. In order to be more efficient with the available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

The CCSP Process

- *Review organizational background*
- *Define services provided to the community*
- *Establish community service priorities*
- *Identify community expectations*
- *Identify community concerns*
- *Identify aspects of the organization the community views positively*
- *Develop a vision for the future*
- *Develop a mission statement*
- *Establish the organization's guiding principles*
- *Perform an environmental scan utilizing external (customer) and internal (staff) feedback*
    - *Assess organizational strengths and weaknesses*
    - *Identify opportunities and potential threats to the organization*
- *Identify gaps in performance and critical issues*
- *Establish organizations strategic initiatives (mission specific goals)*
- *Identify the objectives that support the strategic initiatives*
- *Identify implementation (critical) tasks for each objective*

To ensure that customer expectations were included, the Customer Centered Strategic Planning (CCSP) process was used to develop the Clark County Fire District 6 strategic plan. The CCSP process is a product of Emergency Services Consulting inc. (ESCi) of Wilsonville, Oregon. Businesses employ this process to identify a market niche which allows the service provider to focus on specific efforts while reducing risk and wasted effort. The CCSP process has proven very effective with all types and sizes of organizations and should serve as a model for emergency service providers for many years.

Customer Feedback and Input

Services Provided

District 6 personnel were asked to identify the most important functions and service the District provides and offers. It is important to identify these to ensure they are consistent with the customers' critical needs.

CCFD 6 – Services

- Community classes
- Fire suppression
- Blood pressure checks
- Emergency medical services (EMS)
- Public education/awareness
- Technical rescue
- Smoke detector installation

Customer Priorities

In order to dedicate time, energy, and resources on services most desired by its customers, the District needs to understand what the customers consider to be their priorities. A community attitude survey that asked customers to prioritize services was administered by ESCi and the citizen,s group was asked to prioritize services during an evening workshop.

CCFD 6 – Customer Priorities

- Emergency medical services (EMS)
- Fire suppression
- Technical rescue
- Public education/awareness
- Smoke detector installation
- Community classes
- Blood pressure checks

Customer Expectations

It is critically important in developing a long-range perspective to have a good understanding of what the community expects of the fire district. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. The following are the expectations identified by the external stakeholder group.

CCFD 6 – Customer Expectations

- Fire suppression is primary – need to arrive quickly and bring right equipment.
- Quick & professional responses, especially for the 95% of "garden variety" emergency calls.
- Keeping the public informed of needs on an ongoing basis, not just when tax levies are needed.
- Response time of less than 5 minutes to calls.
- Prompt and attentive service by professionally trained response personnel.
- Professionalism and effectiveness.
- Prompt, efficient medical rescue.
- Makes information readily available to the public.
- Cost effective service and value for tax dollars.
- Honesty, integrity, accountability.
- Responsibility to citizens by all personnel; professional conduct.
- Know leadership/community network for SWOT & emergency announcement.
- Competent leadership to set example.
- More EMS paramedics.
- Be there when needed – if it is fire or health.
- Community outreach and education to build public awareness of safety.
- Public awareness of possible dangers - CERT.
- Maintain fire equipment in good working order.
- Up-to-date equipment with state-of-the-art communications.
- Fire prevention education.
- Maintain adequate level of response (NFPA standards).

Areas of Customer Concern

The planning process would be incomplete without giving the customer an opportunity to express their concerns, if any, about the organization. Some areas of concern may, in fact, be a weakness within the organization's service delivery system. However, they may also be perceptions of the customers based on limited knowledge.

CCFD 6 – Customer Concerns

- Worry about equipment being outdated, and the failure of the community to pass funding to keep department up-to-date.
- Fire district commissioners are way too involved in daily operations and activities.
- Mutual respect between commissioners, officers, and firefighters.
- Lack of female firefighters.
- Being able to outline and make the residents understand that as the population grows and pushes outward, the levels of service on the fringes will not be as high as we currently have.
- Tax increases – try not to keep hitting taxpayers with levies.

- People are missed in the District's community outreach so that levies are misunderstood by too many people in community.
- Was the recent proposal that went before area voters to increase service, replace station needed? And was there a more cost-effective way to provide increase in service?
- Not enough public input/involvement until now.
- I have noted a few times – non pluralistic comments have been made by firefighters – seem to be an "acceptable norm" – it's not.
- Lack of leadership for EEO.
- Community input before bonds.
- Three commissioners should not control decisions without professional (de-motivating) public input.
- Long-term budget concerns.
- Possible annexation concerns.
- Lack of leadership/growth potential.
- Is the hydrant suppression system or alternate systems (and staffing) adequate for the growth our area has experienced?
- Commissioners' conduct on and off duty.
- The northern (fairgrounds) area of the district is covered by volunteers primarily. Would like full-time staff.
- While not the situation now, concerned about equipment replacement when needed.
- Can fire departments have any control over speed bumps – traffic calming devices?
- Provided with very best equipment, good training.
- Is there adequate training and physical ability expectations that all firefighters have to conform to so they are prepared for their jobs?
- Many injured stakeholders prefer female responders.
- Volunteer firefighters need better leadership.
- Only one concern: that they will be unable to keep pace with population growth and service demands/requirements.
- I have no concerns – I feel they are the best in our county.

Positive Customer Feedback

ESCi feels that for a strategic plan to be valid, the customer's view of the strengths and image of the emergency services organization must be established. Needless efforts are often put into over-developing areas that are already successful. However, utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

CCFD 6 – Positive Customer Comments

- Fire district 6 is a good community partner. They have a great public outreach mission.
- EMS response time excellence, CERT training, public relations, going into the schools, Thanks!
- Leah Edwards, PIO /networking community education (strength).
- Active and supportive of community. Open house provides opportunities for citizens to see what district services are provided. Excellent and very professional staff serving the community.
- Full-time firefighters, paramedics, EMTs, service personnel are outstanding. Very professional, accountable, and responsive to needs. We need 40 more just like them.
- Strong battalion chief leadership to rookie firefighters.
- Well trained incident command system.
- I've lived here 8 years. Called the fire department twice. Both times the responding staff was prompt, thoughtful, and courteous.
- Very visible in the community! Appear to be well connected with neighborhoods.
- Positive image! Provides a sense of security and comfort to schools/neighbors.
- The recent failure to pass the bond for more facilities and equipment should be taken as a vote of confidence in the current levels of service.
- Positive attitude and very friendly firefighters.
- I have attended several classes. They have been well planned, appropriate handouts, and speakers well versed on the topics. This new classroom is fantastic. I'd also like to acknowledge the PIO who makes interfacing easy, is knowledgeable and committed to success of CCFD6 programs. A tremendous asset to the community.
- Department is involved with the business community (HDSCBA). Department is a huge supporter of kids through the parade and fire poster contest. Is professional on duty as well as off.
- Have not needed their assistance yet – but I feel very confident that they would be there if I did need them.

Additional Thoughts and Comments

The external stakeholder group participants were asked to share any additional comments they had about Clark County Fire District 6 and its services.

CCFD 6 – General External Stakeholder Comments

- Fire District 6 seems to have their service area covered well with the stations located in the right place

Mission, Vision, and Guiding Principles

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses district members on what is truly important to the organization. The mission statement should be understood by all District members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process, developed the following mission statement.

THE MISSION OF CCFD 6 IS:

DEDICATED TO EXCELLENCE IN PROTECTING AND SERVING OUR COMMUNITY.

Vision

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

CCFD 6 VISION STATEMENTS

- **TO BE AN ORGANIZATION THAT CONTINUALLY EVALUATES AND IS COMMITTED TO THE WELL-BEING OF OUR MEMBERS AND COMMUNITY.**
- **TO HAVE THE DEPARTMENT BE RECOGNIZED POSITIVELY BY OUR COMMUNITY AND OTHER AGENCIES.**
- **TO STRIVE TO CONTINUALLY EXCEED ALL OF OUR CUSTOMERS' EXPECTATIONS.**
- **TO BE ENTHUSIASTICALLY SUPPORTED BY OUR COMMUNITY, WHICH VIEW US WITH PRIDE, RESPECT, AND CONFIDENCE.**
- **TO PROMOTE AND ENCOURAGE A CREATIVE, POSITIVE, AND DIVERSE ENVIRONMENT.**
- **TO BE AN ORGANIZATION WHICH ANTICIPATES, EMBRACES, AND SUPPORTS POSITIVE CHANGE.**

Guiding Principles

Guiding principles, as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The strategic planning team declared the following as the guiding principles for the District:

GUIDING PRINCIPLES OF CCFD 6

AT FIRE DISTRICT 6, WE VALUE THE FOLLOWING GUIDING PRINCIPLES – WE WILL PROMOTE AN ATMOSPHERE OF COURTESY, RESPECT, INTEGRITY, AND COMMITMENT IN THE PURSUIT OF PROFESSIONAL EXCELLENCE. THEREFORE, WE ENCOURAGE INNOVATION, TEAMWORK, AND OPEN COMMUNICATION.

With the completion of its mission, vision, and guiding principles, CCFD 6 has established the organization's foundation for strategic planning. ESCi strongly recommends that all members empowers themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

Environmental Scan

In order to properly formulate strategic initiatives, the internal planning group had to evaluate the external and internal organizational environment. Using the customer feedback provided earlier, the internal planning group combined the feedback with their collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the planning team with a basis for formulating strategic initiatives.

Strengths, Weaknesses, Opportunities, and Threats

Strengths

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

STRENGTHS

- GOOD PEOPLE
- ADEQUATE FUNDING (FOR NOW)
- GREAT EQUIPMENT
- ADEQUATE STATIONS
- TRAINING PROGRAM FUNDING
- CUMULATIVE EXPERIENCE SERVICE YEARS
- INNOVATIVE
- COMMUNITY SUPPORT
- INTERNAL DISAGREEMENTS ARE NOT CARRIED OVER TO END USER (COMMUNITY)
- INCREASED DEDICATION FROM VOLUNTEER PROGRAM
- GOOD PUBLIC AGENCY COOPERATION
- BUILT-IN HISTORIAN
- ENTRY/RECRUITMENT STANDARDS
- WELLNESS PROGRAM

Weaknesses

Organizational weaknesses or lack of performance is an important element of the environment scan. Internal organizational issues that are identified by the planning team are typically issues that are at the heart of the organization's problems.

In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past.

The areas of weakness needing improvement are not the same as threats, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress.

WEAKNESSES

- COMMUNICATION AT ALL LEVELS
  - WITHIN UNITS AND BETWEEN UNITS
  - EXECUTIVE SESSIONS
- LACK OF FUNDING – DIFFICULTY PASSING MEASURES – CITIZEN EDUCATION ON $ ISSUES
- BOARD INVOLVEMENT IN DAY-TO-DAY OPERATIONS
- LOW STAFFING LEVELS
- TRAINING
  - LACK OF UP-TO-DATE PERFORMANCE STANDARDS
  - NO ESTABLISHED SET OF QUALIFICATIONS FOR TRAINING OFFICER
  - LACK OF TRAINING FACILITIES
  - LIMITED ONGOING OFFICER AND OUT-OF-SERVICE TRAINING
  - VOLUNTEER PROGRAM TRAINING ISSUES
  - LACK OF INDIVIDUAL MOTIVATION TOWARDS TRAINING
- STATION 63
  - FACILITY IS SMALL, SEISMIC ISSUES
  - LACK OF TRAINING GROUND AND CLASSROOM FACILITY
- MORALE ISSUES (INTERNAL INFLUENCES)
- WELLNESS PROGRAM (PROGRAM ISSUES)

Opportunities

The opportunities and threats to the organization are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the District.

OPPORTUNITIES

- FUNDING
  - RESTORE EMS LEVY
  - RESTORE GENERAL OPERATIONS FUNDING
  - BENEFIT CHARGE
  - CRESA MEASURE – RADIO FUNDING
  - GRANTS
- PARTNERSHIPS:
  - EMS DISTRICT 2 – AMBULANCE PROVIDER
  - REGIONAL:
    - SWFC ASSOCIATION
    - TRAINING COUNCIL
    - TECHNICAL RESCUE TEAM FUNDING
    - GROUNDS EQUIPMENT MAINTENANCE (GEM)
    - MARITIME FIRE SAFETY ASSOCIATION (MFSA)
  - LOCAL:
    - CLARK CO. FIRE COMMISSIONER ASSOC.
    - CLARK CO. FIRE CHIEFS ASSOCIATION
    - CLARK CO. FIRE TRAINING
  - VANCOUVER FIRE DEPARTMENT:
    - CONTRACT FOR TRAINING/EMS TRAINING
    - VOLUNTEERS/PROBATIONARY FIREFIGHTERS
    - HAZARDOUS MATERIALS UNIT
  - STATE:
    - WFC (WASHINGTON FIRE CHIEFS)
    - WFCA (WASHINGTON FIRE COMMISSIONERS ASSOC.)
    - TRAINING – NORTH BEND (WASHINGTON STATE PATROL)
  - INTER-STATE:
    - NORTHWEST ASSOCIATION OF FIRE TRAINERS (NAFT)
  - NATIONAL:
    - NATIONAL ASSOCIATION OF ELECTED FIRE OFFICIALS (NAEFO)
- BUILD RELATIONSHIPS WITH:
  - CLARK EVENT CENTER
  - AMPHITHEATER/SAFETY COMPLEX
  - WSU – EDUCATIONAL OPPORTUNITIES/FIRE SCIENCE/TRAINING PROGRAMS - FACILITIES

    - Clark College – nursing programs
- Maintain/increase outside associations:
    - Neighborhoods/Civic/Business/School District
- Increased opportunities for volunteer firefighters – incentives
- Cadet program (mentorship program)

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Threats

- Funding
    - New construction will be less
    - Tax limitation
    - Unfunded state and federal mandates
- Lack of communication
- Costs
    - Negative funding
    - CRESA (radio upgrade)
    - Medical insurance
    - Economy (fuel prices, etc.)
    - Cost of doing business
- Take over
    - Annexation
    - Privateers
- Legal – internal or external issues
- Political
- Natural or man-made disasters
    - Railroad or trucking (hazardous materials)
- Ambulance transport
- Personnel seeking opportunities at other departments[4]

[4] Threat item suggested by workshop participant at the end of the workshop.

Strategic Initiatives

The planning process, to this point, has dealt with establishing the organization's mission, vision, and guiding principles and assessing the environment within which it is operating.

The development of strategic initiatives begins with a gap analysis. The SWOT is used to identify gaps in organizational performance, which are used to identify the organization's critical issues. The list of critical issues is then used to formulate realistic strategic initiatives and supporting objectives that will resolve issues and improve performance.

Strategic initiatives fulfill the organization's mission and provide individual members with clear direction. Strategic initiatives and objectives are management tools that should be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community.

Strategic initiatives and objectives, as well as performance measures, should become an important part of the organization's efforts. By following these initiatives and objectives carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.

The internal strategic planning team group prioritized the strategic initiatives. Those objectives that carried higher priorities should be addressed first and lower priority objectives scheduled later. When evaluating progress toward accomplishing the initiatives, timelines may need to be adjusted to reflect changes in the organization's needs or environment.

Strategic Initiatives

I. **Improve morale**
II. **Improve Board function**
III. **Improve internal and external communication**
IV. **Optimize the District's training function**
V. **Ensure the District remains financially stable**
VI. **Enhance the emergency services delivery system**
VII. **Prepare for possible annexation**

Strategic Initiatives & Objectives

(Importance: Low, Medium, High, and Immediate)

Strategic Initiative I – Improve Morale			
Objectives	A. Develop and implement a morale improvement plan		
	Performance Measure: *Implementation of morale improvement plan*		Critical Tasks: 1. Establish morale taskforce a. Representatives from all units 2. Identify outside facilitator 3. Determine financial impact 4. Develop contract with facilitator 5. Allocate funds/Board approval 6. Develop and implement plan 7. Evaluate plan's effectiveness (Objective I-B)
	Importance	High	
	Timeline	December 31, 2008	
	Lead	Deputy Chief Green	
	B. Determine effectiveness of morale improvement plan[5]		
	Performance Measure: *Morale is measured using a member survey*		Critical Tasks: 1. Establish a morale survey taskforce 2. Review previous member survey 3. Determine if survey will be conducted internally or by an external source 4. Draft survey 5. Administer survey 6. Collate survey results 7. Distribute survey results to Board and members
	Importance	High	
	Timeline	December 31, 2010	
	Lead	Deputy Chief Green	

[5] Objective inserted by ESCi.

Strategic Initiative II – Improve Board Function[6]			
Objectives	A. Resolve inconsistencies between Board Policy, employment contracts, job descriptions, and District organizational structure		
	Performance Measure: *All inconsistencies are resolved*		Critical Tasks: 1. Convene a Board work session to discuss inconsistencies 2. Develop list of issues to be resolved 3. Acquire legal advice for issues involving employment contracts 4. Assign staff to create new documents 5. Adopt changes
	Importance	High	
	Timeline	December 31, 2008	
	Lead	Commissioner Spring	
	B. Engage the services of a management consultant to clarify and re-define the roles of the Board and senior management		
	Performance Measures: *1. Management & Board roles are clarified and an agreement is developed regarding roles* *2. Agreement is periodically evaluated*		Critical Tasks: 1. Convene a Board work session to identify and list role issues (review master plan and member survey documents) 2. Identify a third party facilitator 3. Determine financial impact 4. Develop contract with facilitator 5. Allocate funds / Board approval 6. Develop and implement plan 3. Develop evaluation method and period
	Importance	High	
	Timeline	June 30, 2009	
	Lead	Commissioner Spring	
	C. Develop methods for communicating Board decisions with District personnel		
	Performance Measure: *Communication methods are adopted by the Board*		Critical Tasks: 1. Convene a Board work session to discuss communication with District personnel (review member survey document) 2. Survey personnel to determine what communication is desired and how it should be delivered 3. Develop a communication plan with staff assistance 4. Adopt plan
	Importance	High	
	Timeline	June 30, 2009	
	Lead	Commissioner Bloemke	
	D. Develop a policy regarding public testimony during Board meetings		
	Performance Measure: *Public testimony policy is adopted*		Critical Tasks: 1. Convene a Board work session to discuss the development of a public testimony policy 2. Research and acquire model public testimony policy documents 3. Draft policy 4. Seek legal review of draft policy 5. Adopt policy
	Importance	Medium	
	Timeline	December 31, 2009	
	Lead	Commissioner Collins	

[6] Strategic Initiative II inserted by ESCi with consensus of the Board of Fire Commissioners.

Strategic Initiative III – Improve Internal and External Communication			
Objectives	A. Create and implement an internal communication plan		
	Performance Measures: *1. Internal communication plan (SOG) is implemented* *2. Effectiveness of communication plan is evaluated*		Critical Tasks: 1. Establish internal communication plan taskforce 2. Survey members to determine how they want to send and receive information 3. Research and acquire model communication plans 4. Develop a draft communication plan 5. Draft review by chief 6. Revise plan and place in SOG format 7. Adopt and implement communication plan 8. Evaluate effectiveness in one year (See Objective I-B above)
	Importance	Medium	
	Timeline	June 30, 2010	
	Lead	Assistant Chief Cline	
	B. Develop and implement a strategy to resolve current interpersonal relationship issues		
	Performance Measures: *1. Interpersonal relationship plan is implemented* *2. Effectiveness of plan is evaluated*		Critical Tasks: 1. Establish workforce committee 2. Identify an external or internal resource to guide the process 3. Identify financial impact and allocate funds as needed 4. Determine planning process 5. Identify issues affecting the problem 6. Formulate strategies 7. Implement plan 8. Survey members to determine effectiveness (See Objective I-B above)
	Importance	High	
	Timeline	June 30, 2009	
	Lead	Deputy Chief Green	
	C. Create and implement an external communication plan		
	Performance Measure: *External communication plan is developed and implemented*		Critical Tasks: 1. Establish external communications taskforce 2. Research and acquire model communication plans 3. Formulate strategies 4. Identify financial impact and allocate funds as needed 5. Develop draft plan for staff and Board review and comment 6. Revise plan and place in SOG format 7. Adopt and implement communication plan
	Importance	Medium	
	Timeline	June 30, 2010	
	Lead	Deputy Chief Green	

Strategic Initiative IV – Optimize The District's Training Function			
Objectives	A. Reclassify current training officer position as a qualified trainer		
	Performance Measures: *1. Current training officer position is reclassified as a qualified trainer* *2. Training officer position filled with qualified trainer when current position is vacant*		Critical Tasks: 1. Indentify training officer position qualifications 2. Develop specific knowledge, skills, and abilities criteria 3. Develop training-specific qualifications 4. Develop new job description 5. Adopt (Board) new job description 6. Recruit for reclassified position when current position is vacant
	Importance	Medium	
	Timeline	April 1, 2010	
	Lead	Assistant Chief Cline	
	B. Consolidate District fire and EMS training divisions		
	Performance Measure: *Training programs restructured so EMS Captain reports to Training Officer*		Critical Tasks: 1. Adjust current reporting structure to reflect the EMS Captain reporting to Training Officer 2. Adopt (Board) new reporting structure 3. Coordinate fire and EMS training calendars
	Importance	High	
	Timeline	September 30, 2008	
	Lead	Deputy Chief Green	
	C. Develop department-specific individual and company performance standards		
	Performance Measure: *An individual and company performance standard SOG is adopted*		Critical Tasks: 1. Establish a training committee 2. Research and acquire model individual and company performance standards 3. Develop a draft performance standard document 4. Convene a labor/management committee to discuss impacts of implementation 5. Revise document and place in SOG format 6. Adopt and implement performance standards
	Importance	Medium	
	Timeline	December 31, 2009	
	Lead	Assistant Chief Cline	
	D. Explore acquiring the use of drill grounds/facilities		
	Performance Measure: *Options are identified for access to developed drill grounds*		Critical Tasks: 1. Task the training committee in IV-C (above) 2. Research and determine locations and accessibility of drill grounds and facilities 3. Develop a list of pros and cons for each option 4. Establish a preferred option 5. Determine cost of utilizing preferred option 6. Develop report and present to Fire Chief 7. Determine future course of action
	Importance	Low	
	Timeline	December 31, 2010	
	Lead	Assistant Chief Cline	
	E. Investigate the potential for consolidation of training with outside agencies		
	Performance Measure: *Options for training delivery are identified*		Critical Tasks: 1. Task the training committee created in IV-C (above) 2. Create a list of feasible options for fire and EMS training delivery 3. Develop the financial impact of consolidating or contracting the training function 4. Develop a report for staff and the Board regarding training delivery options and recommended option
	Importance	Medium	
	Timeline	June 30, 2011	
	Lead	Assistant Chief Cline	

Strategic Initiative V – Ensure The District Remains Financially Stable			
Objectives	A. Identify the impact of potential funding shortages due to declining revenue and increasing costs to provide services		
	Performance Measure: *Report delivered to Board*		Critical Tasks: 1. Establish a financial resources taskforce 2. Board provides philosophical criteria for development of financial analysis 3. Research cost escalators for specific operating costs 4. Develop a five-year projection of operating costs 5. Develop a financial analysis report 6. Board accepts financial analysis
	Importance	High	
	Timeline	December 31, 2008	
	Lead	Chief Taylor	
	B. Develop a financial plan to fund reserve accounts		
	Performance Measure: *Reserve fund plan adopted by Board*		Critical Tasks: 1. Board provides financial taskforce with reserve fund philosophical criteria 2. Develop list of capital assets to be replaced 3. Research cost escalators for capital assets 4. Develop a 12-year projection of capital costs 5. Develop a reserve fund financial plan 6. Board accepts reserve fund plan
	Importance	High	
	Timeline	June 30, 2009	
	Lead	Chief Taylor	
	C. Provide adequate funding for future service delivery		
	Performance Measure: *Voter approval of a financial measure*		Critical Tasks: 1. Staff development of financial analysis for a five year funding plan based on Objectives V-A and V-B (above) 2. Funding plan developed outlining financial requirements and timelines 3. Board adopts funding plan 4. Funding resolution and ballot title developed 5. Form levy committee consisting of a cross-section of District personnel[7] 6. Committee develops levy timeline and calendar 7. Committee develops public information plan 8. Conduct public information campaign
	Importance	High	
	Timeline	March 31, 2010	
	Lead	Chief Taylor	
	D. Develop a long-range financial plan		
	Performance Measure: *Board adoption of a long-range financial plan*		Critical Tasks: 1. Board provides financial taskforce philosophical criteria for development of financial analysis 2. Determine if long-range plan will be conducted internally or by an outside resource 3. Research cost escalators for operating and capital costs 4. Develop a 20-year projection of operating and capital costs 5. Develop a long-range financial analysis report 6. Board accepts financial analysis
	Importance	Medium	
	Timeline	June 30, 2011	
	Lead	Chief Taylor	

[7] Not a campaign committee, information only. A campaign committee of citizens should be formed independent from District activities.

Strategic Initiative VI – Enhance the Emergency Services Delivery System		
Objectives	A. Raise minimum staffing to 13 per shift for improved service delivery	
	Performance Measure: *Daily shift staffing set at 13*	Critical Tasks: 1. Establish a service delivery taskforce 2. Determine if the addition of response personnel is financially feasible 3. Determine if Station 61 can accommodate additional personnel 4. Calculate costs and allocate funds for additional personnel, including one-time costs for equipment and facilities 5. Seek Board approval of additional personnel 6. Determine when personnel can be hired and develop hiring calendar 7. Hire new personnel, train, and place on shift
	Importance: High	
	Timeline: June 30, 2009	
	Lead: Deputy Chief Green	
	B. Create a facilities maintenance/replacement plan	
	Performance Measure: *Facilities plan implemented*	Critical Tasks: 1. Establish a facilities taskforce 2. Develop a list of facilities maintenance items requiring attention or replacement 3. Determine which of the facilities items should be maintained internally and which externally 4. Determine the financial impact of maintenance and/or replacement 5. Develop draft facilities plan for staff and Board review 6. Revise facilities plan for Board approval 7. Implement plan
	Importance: Medium	
	Timeline: December 30, 2010	
	Lead: Assistant Chief Cline	
	C. Review and enhance volunteer program	
	Performance Measure: *Options for enhancement of volunteer program presented for consideration by the Board*	Critical Tasks: 1. Establish a volunteer program taskforce 2. Conduct a review and analysis of the volunteer program that lists the program's pros and cons 3. Research volunteer incentives 4. Determine the financial impact of additional incentives 5. Develop a draft volunteer program report for staff and Board review 6. Revise report prior to Board approval
	Importance: Medium	
	Timeline: June 30, 2010	
	Lead: Assistant Chief Cline	
	D. Indentify strengths and weaknesses and evaluate wellness program	
	Performance Measure: *Wellness program report presented to Board for potential improvements*	Critical Tasks: 1. Establish a wellness program taskforce 2. Conduct a review and analysis of the wellness program that lists the pros and cons of the program 3. Develop feasible options for changing the program 4. Determine the financial impact of changes 5. Develop a draft wellness program report for staff and Board review 6. Revise report prior to Board approval
	Importance: Medium	
	Timeline: June 30, 2011	
	Lead: Assistant Chief Cline	

Strategic Initiative VII – Prepare for Possible Annexation			
Objective	A. Open lines of communication with the city of Vancouver and prepare for potential annexations[8]		
	Performance Measure: *Taskforce established*		Critical Tasks: 1. Board appointment of the District's annexation committee/representatives 2. CCFD6 and VFD Fire Chiefs meet to discuss the formation of an annexation task force 3. Board discusses outcome of Chiefs' meeting 4. Board makes formal request for formation of taskforce 5. Taskforce Memorandum of Understanding (MOU) developed 6. MOU presented to each entity for approval 7. Taskforce members appointed, first meeting scheduled 8. Taskforce meetings begin 9. Taskforce develops remaining schedule
	Importance	Medium	
	Timeline	June 30, 2011	
	Lead	Chief Taylor	

[8] Objective inserted by ESCi.

Glossary

ALS – Advanced life support.

BLS – Basic life support.

Board of Fire Commissioners – (BOC) The political/policy-making body of the fire district. Commissioners are elected by the voters of the district.

Critical Issues – Internal and external service gaps or perceptions that are important to the organization's success.

Critical Tasks – The steps or process taken to ensure successful completion of an objective.

CFAI – Commission on Fire Accreditation International.

Customer Centered Strategic Plan – A three to five-year organizational roadmap.

Deployment (or Deployment Analysis) – How emergency operations resources (personnel, equipment, and stations) are distributed or concentrated throughout an agency's geographical area of responsibility.

EMS – Emergency medical services.

Guiding Principles – (Values) Statements or single words that describe the ideals or customs of an organization and how the members of an organization should behave.

Haz-mat – Hazardous materials.

Mission – A statement of the primary reason for the organization's existence.

National Fire Protection Association (NFPA) – An international codes and standards writing organization that focuses on fire and life safety issues.

National Incident Management System (NIMS) – A consistent nationwide incident management system mandated by Homeland Security Presidential Directive-5.

Objective – A measurable action to be taken that supports a Strategic Initiative. Each objective is assigned a set of critical tasks, level of importance, lead or responsible person, timeline for completion, and performance measure.

Performance Measure – Any measurable business event, deliverable, or other factor, which if not attained would seriously impair the likelihood of achieving an objective.

Standard Operating Guideline/Procedure (SOP/G) – A guide or procedure regarding a future course of action.

Strategic Business Plan – A multi-year plan of action for implementing the Strategic Initiatives.

Strategic Initiative (Goal) – A broad statement that describes what must be done to successfully reduce or eliminate a gap in internal and external service delivery or change a perception regarding the organization. A significant undertaking considered essential to fully implementing the strategic plan.

SWOT (Strengths, weaknesses, opportunities, and threats) – A systematic identification of the organization's internal and external gaps in service delivery and perceptions of organizational performance.

Vision – An idealized statement regarding the best possible future of the organization and specifying the organization's future functions and behavior.

Gantt Chart

ID	Stretegic Initiatives	Start	Finish
1	**I – Improve morale**		
2	I.A Develop and implement a morale improvement plan	7/1/2008	12/31/2008
3	I.B Determine effectiveness of morale improvement plan	12/30/2008	12/31/2010
4	**II – Improve Board Function**		
5	II.A Resolve Board Policy inconsistencies	7/1/2008	12/31/2008
6	II.B Engage the services of a management consultant	7/1/2008	6/30/2009
7	II.C Develop methods for communicating Board decisions	7/1/2008	6/30/2009
8	II.D Develop a policy regarding public testimony	7/1/2008	12/31/2009
9	**III – Improve Internal and External Communication**		
10	III.A Implement an internal communication plan	7/1/2009	6/30/2010
11	III.B Develop and implement a strategy to resolve current interpersonal relationship issues	7/1/2008	6/30/2009
12	III.C Create and implement an external communication plan	7/1/2008	6/30/2010
13	**IV – Optimize The District's Training Function**		
14	IV.A Reclassify current training officer position	9/30/2008	4/1/2010
15	IV.B Consolidate District fire and EMS training divisions	7/1/2008	9/30/2008
16	IV.C Develop department specific individual and company performance standards	12/31/2008	12/31/2009
17	IV.D Explore acquiring the use of drill grounds / facilities	12/31/2009	12/31/2010
18	IV. E Investigate the potential for consolidation of training with outside agencies	12/31/2008	6/30/2011
19	**V – Ensure The District Remains Financially Stable**		
20	V.A Identify the impact of potential funding shortages	7/1/2008	12/31/2008
21	V.B Develop a financial plan to fund reserve accounts	12/31/2008	6/30/2009
22	V.C Provide adequate funding for future service delivery	6/30/2009	3/30/2010
23	V.D Develop a long-range financial plan	3/30/2010	6/30/2011
24	**VI – Enhance The Emergency Services Delivery System**		
25	VI.A Raise minimum staffing to 13 per shift	7/1/2008	6/30/2009
26	VI.B Create a facilities maintenance / replacement plan	12/31/2008	12/30/2010
27	VI.C Review and enhance volunteer program	6/30/2009	6/30/2010
28	VI.D Indentify strengths and weaknesses and evaluate wellness program	12/31/2009	6/30/2011
29	**VII – Prepare For Possible Annexation**		
30	VII.A Open lines of communication with the city of Vancouver and prepare for potential annexations	7/1/2008	6/30/2011