

STRATEGIC PLAN

2018—2023



Downtown/
Headquarters
Station 42

Queensborough
Station 44



Canyon Park
Station 45





City of Bothell™

Mission

The mission of the City of Bothell Council, advisory boards, and employees is to foster a healthy, safe, vibrant, caring and sustainable community through Municipal services and legislative actions, which are guided by a shared commitment to honesty, equity, creativity, fiscal responsibility, environmental stewardship *and community involvement.*

Vision

We are Bothell.

We cherish our verdant setting, honor our heritage, and celebrate our community spirit, as together we imagine and create a better world.

Values

Ethics

Service

Safety

Innovation

Teamwork

Introduction

The Bothell Fire Department provides fire, emergency medical, and other emergent and non-emergent services to the city of Bothell and within Snohomish Fire District #10. It is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.



BOTHELL FIRE DEPARTMENT
STRATEGIC PLAN
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Organizational Background

The City of Bothell incorporated on April 14, 1909. In November 1910, the first volunteer fire department was organized after a near catastrophe during a Halloween dance, in the Band Hall, when a nearby structure burned.

A devastating fire destroyed much of downtown Bothell on Easter morning, April 11, 1911. The fire started in Winters' Bakery in the Odd Fellows building and spread to the Cooperative Store, Dawson Confectionary, Linz Show Shop and Rodgers' Saloon. The blaze then crossed Main Street and destroyed the Severance Bakery, Sentinel Printing Shop, the bank, Keeney and Mohn's Hardware and Furniture Store and Smith's Meat Market. All the city's records were lost in the blaze, and using dynamite was the only solution to contain the fire.

In 1913, the first fire marshal, G.A. Anderson was appointed and a fire department formally organized. In 1916, the department acquired its first motorized hose cart. The cart responded to fires in Bothell, Woodinville and Kenmore. In 1975, the City of Bothell entered into an agreement to provide fire and emergency medical services to the citizens of Snohomish County Fire District 10.

In 1973, the first paid firefighters were hired. Today, the Bothell Fire Department has 62 sworn personnel and 7 administrative staff. The department operates out of three fire stations to deliver a variety of emergent and non-emergent services to the residents, workers, and guests to the city and district. The response fleet includes: 5 fire engines, 1 ladder truck, 4 aid cars, 1 Battalion SUV, 1 brushfire vehicle, and a Hazardous Materials Decontamination unit.

The permanent population of the city and Snohomish County Fire District #10 is currently just over 55,000. Including the vibrant business community, the daytime population can exceed 80,000 on any given day.

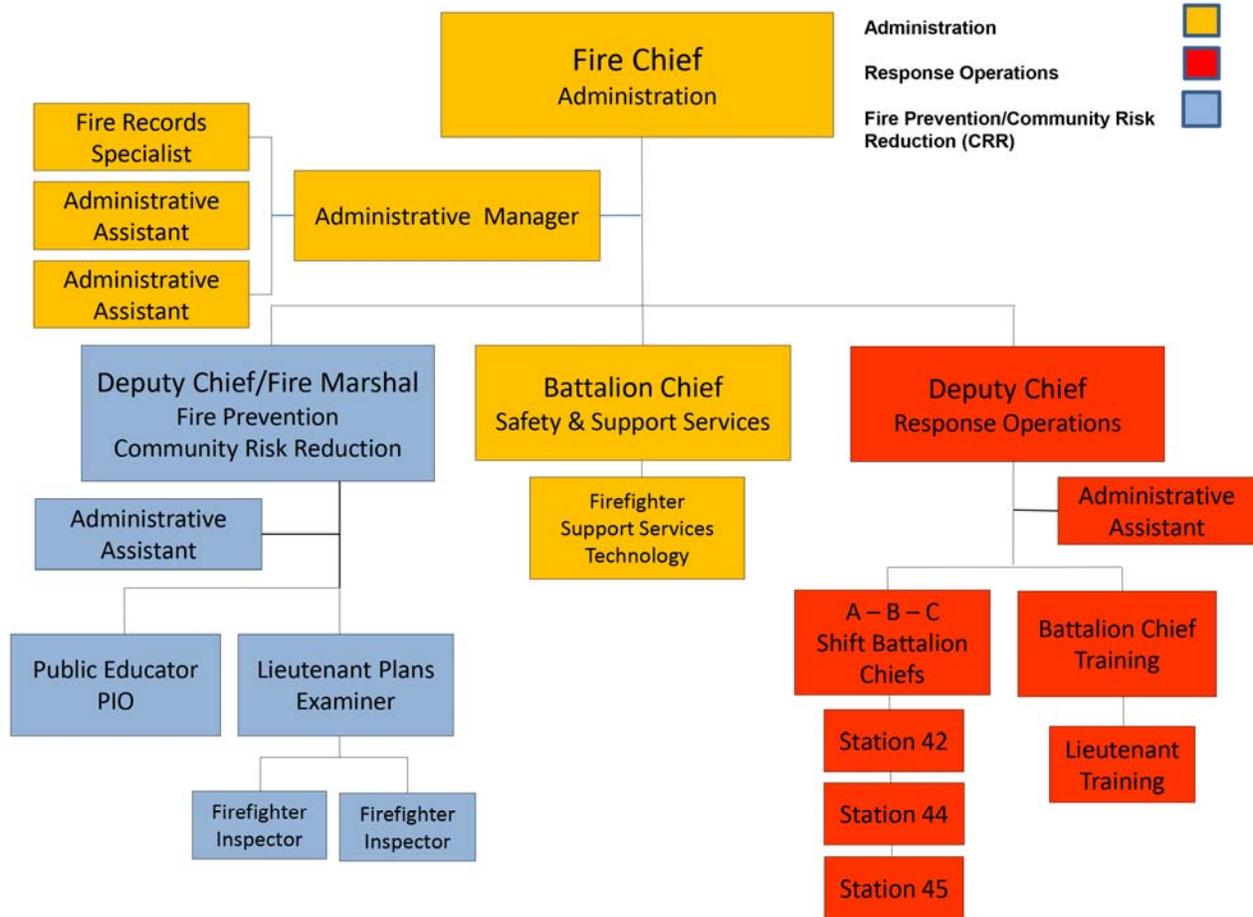


The department focuses strongly on its ability to manage and mitigate emergencies, while also working to reduce the risks encountered in the area through proactive work in the community. The department values its tradition, yet is progressive and forward thinking.





Organizational Structure





Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*²

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid





The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Bruce Kroon and his team for their leadership and commitment to this process.

Development of this strategic plan took place in November 2017, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders, as names in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Bothell Fire Department External Stakeholders			
<i>Keith Allen</i>	<i>Dennis Bahr</i>	<i>Becky Birch</i>	<i>Brittany Caldwell</i>
<i>Stephanie Carstens</i>	<i>Carmin Dalziel</i>	<i>Heather Erickson</i>	<i>Sam Ezeonwu</i>
<i>Marcus Kragness</i>	<i>Lucy MacNeil</i>	<i>Kailan Manadic</i>	<i>Jim O'Brien</i>
<i>Karen Orsinger</i>	<i>Nancy Pipinich</i>	<i>Andrea Schafer</i>	<i>Mark Silver</i>
<i>Blake Stedman</i>	<i>Bob Stewart</i>		



External Stakeholders Work Session





Community Group Findings

A key element to the organizational philosophy of the Bothell Fire Department is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Bothell Fire Department needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	107
Emergency Medical Services	2	98
All Hazards Rescue – Basic and Technical	3	63
Hazardous Materials Mitigation	4	48
Public Fire and Life Safety Education	5	42
Community Risk Reduction	6	34
Fire Investigation	7	28
Wildland Fire Services	7	28





Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed.

Respondents were asked to list, in priority order, up to five expectations they have for the agency. Responses were then analyzed for themes and weighted. The weighting of the prioritized expectations was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectations of the community's external stakeholders prioritized and weighted accordingly:

Community Expectations of the Bothell Fire Department (in priority order)

1. Prompt response to fire and EMS emergencies, i.e. according to standards. Rapid response for fire suppression and emergency medical services. Quick response time when I call 911. Timely response. Quick response in emergencies. I would expect the department to achieve response times that meet or exceed the national average. (45)
2. Responders are well trained to handle emergencies, including fires and medical. Sufficient training and preparedness to provide for all aspects of various and multiple hazard rescues. Sufficient training and preparedness to provide for mitigation of dangerous or hazardous materials/chemical releases. Well trained staff, both technically and culturally competent. Knowledgeable on how to respond to different types of hazardous situations. train for non-standard responses. I just learned about a concrete breaching tool for structural collapse. Like that. I would expect the department to be properly trained. (27)
3. Community outreach/education on fire prevention and natural disaster preparation. Other training opportunities such as CPR/first aid. Educate citizens. The more we can prevent emergencies and respond while they are small, the more resilient our community. (20)
4. Put out all emergency structure, vehicle, equipment fires. Put out all emergency wildfires threatening the community and property. Fire suppression - response. (16)





5. Provide emergency (and non-emergency) medical response including all aspects of emergency life support including transport. Effective medical response/mitigation upon arrival and during transport and handoff. Emergency medical services - life safety. (14)
6. Competent response to fire and EMS emergencies, i.e. staffing, training, equipment per recognized laws and standards. Skilled, experienced staff will provide the services in a professional manner. (8)
7. Visibility within the community in non-emergency settings. Communicate with stakeholders. To continue to reach out to the community in a positive manner. (8)
8. Respond to site emergencies (i.e. fire, medical, chemical). Mitigate emergency - don't let it get worse once you arrive. (8)
9. City priority (along with PD) i.e. fund first. Adequate funding to support all Bothell neighborhoods and business - parks. Department receives adequate funding to provide services to the community. (7)
10. Participate in drills and provide feedback on how to improve readiness. Enforce the fire code. (6)
11. Provide/ensure safety of Bothell, its residences, and businesses. (5)
12. Inspect facilities for potential issues or concerns related to fire safety and the like. Building safety inspections. (5)
13. Staffing accordingly to respond to issues that have broader site impact. I would expect the department to be properly staffed. (5)
14. Communications in event of major disaster, i.e. HAM radio network - training/exercises. (5)
15. No real concerns to think of. We in the community need to understand that BFD&EMS may not be available in any major crises - companies need to be prepared to take care of their own - any education/awareness training that end would be helpful. (5)
16. With improving response times and training, the divide between professional and citizen can grow. Remember that we are all just people. (5)
17. Be a great employer. Our first responders should feel our gratitude. (5)
18. I expect that Bothell EMS has earmarked funding streams to support the outcome of these processes. (5)
19. 24-hour phone line for emergencies. (5)
20. Public safety during a response to a crisis. (4)





21. Operate within budget. (4)
22. EMS should get more involved in city of Bothell building codes since we are expanding faster than criteria for evaluating this process - still needs to be at present day. (4)
23. Excellent customer services - treat customers as you would family (that you care about). (4)
24. Cost efficiency (regionalization). (3)
25. Responders are compassionate and deal with people in crisis in a caring manner. (3)
26. Modern equipment. (3)
27. More awareness of CERT - advertise to local companies to get employees interested. (3)
28. I would expect the department to have the equipment they need to be successful at their jobs. (3)
29. Provide all hazards rescue. (2)
30. Effective community relationship-building when enforcing fire code. (2)
31. Continue to improve and apply new learning techniques. (2)
32. Partner with neighboring jurisdictions. Coordinate with other agencies - geographically and functionally. (2)
33. Provide hazardous materials mitigation. (1)
34. Increase the level of public activism and effectiveness in response to emergent situations. (1)
35. Integrity. (1)





Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the agency. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community's external stakeholders prioritized and weighted accordingly.

Areas of Community Concern about the Bothell Fire Department (verbatim, in priority order)

1. Inadequate funding to support priority projects. Lack of funding and support from city and county to have enough resources. Is there budget or budget capacity to provide ALL needed services? Adequate funding - lack of dedicated funding source. My very first concern is that if this process needs levy funding at the end. If the levy fails, the whole process will be a waste. (28)
2. Resources spread too thin given nothing part of the city explosive growth of housing everywhere. With the number of new houses, buildings, and people moving into Bothell, there won't be a strain on services and slow response. Is the department growing to meet the increased population and business and housing starts? Keeping up with growing Bothell. Lack of staffing given the growth of the city. Do we have enough people/equipment to support planned growth in Canyon Park? (27)
3. Response time due to density and traffic. Response times for an issue that requires fire and EMS services. Slow response times. (17)
4. With higher incidents of cancer in firefighters, the department has safety measures to mitigate as much as possible. Firefighter safety (i.e. needles, victim violence). (8)
5. Availability of services during a catastrophic event. The big one! Are we ready for a Cascadia quake? How do we get there? (8)





6. Is there sufficient time and money to provide training (classroom and hands-on) for all serious threats to property and community members? (5)
7. The cost of maintaining good roads is competing for public safety resources when it should be directly correlated to first responders' ability to respond. (5)
8. With improving response times and training, the divide between professional and citizen can grow. Remember that we are all just people. (5)
9. Too much effort and resources dedicated to wildland deployments. (5)
10. All services offered by the fire department are not well known by public/citizens. (5)
11. Missed opportunities to regionalize and consolidate. (4)
12. Responders are multi-lingual (especially Spanish) to be able to understand medical issues. (4)
13. Is the department impacted negatively in any way by city or union politics that keep it from its mission and purpose? (4)
14. Dealing with two counties. (4)
15. Too many services - what's on the bottom of the pile? (4)
16. Regional coordination. There are so many agencies and jurisdictions. How can they work together effectively? (4)
17. Unknown how effective BFD is compared to other similar departments. (4)
18. City support (lack thereof) for public safety. (3)
19. I am looking forward to a public face for fire at the Bothell Chamber and the Northshore School District. (3)
20. All the new construction - buildings are taller. (3)
21. Suitability and maintenance of hydrants and other necessary infrastructure. (3)
22. Competency on incidents - knowing the basics. (3)
23. Are the firefighters focused on the big picture? (2)
24. Better integrated with emergency response plan for community involvement. (2)
25. Is there still a community within the department that reflects long service in Bothell? (2)
26. Communication mechanism. (2)
27. Firefighter time/resources being diverted to social problems, i.e. drug users. (2)
28. Diversity? (1)





- 29. Adequate equipment and training. (1)
- 30. Costs – Regional Fire Authorities equal more cost to Bothell citizens. (1)
- 31. Firefighters who are working in emergency situations behind held to unreasonable standards, given many of the decisions they make must be made quickly and often without a great deal of information. (1)



External Stakeholders Work Session





Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Bothell Fire Department (verbatim, in no particular order)

- Personable staff.
- Positive reputation.
- Fire staff live and work in the community.
- Committed to improve.
- Engage with community-based events.
- Professionalism throughout all ranks.
- Response to growth in the community.
- Placement of fire houses.
- Effectiveness straddling two counties and with others.
- Forward thinking.
- Community focused.
- The two times my family has called 911, we received a quick response and were treated with care, courtesy and compassion.
- Fire staff are friendly, outgoing, and care about the community.
- Community involvement – presence at all City of Bothell events / pancake breakfast.
- Offering public fire and life safety education.
- Community risk reduction efforts.
- Fire investigation efforts.
- Wildland fire services.
- Excellent people at all levels within the org.
- Veteran command staff.





- Awesome administration/support staff – they get the big picture.
- Great service in spite of limited resources.
- Customer service as a part of the culture.
- The chief gave a nice intro. Very professional.
- I know where at least one fire station is.
- Good experiences for medical response at my workplace.
- Excellent response at all of our medical emergencies.
- Willing to attend Health/ EMS Fairs at our site.
- Consultation of how we can prepare better in real time. fire evacuations and the like.
- Response at local/state wildfires – great job.
- Thoroughness at site inspections, permits.
- Responses to previous incidents have been prompt and professional.
- July 4th parade participation.
- Excellent reputation in the community.
- Response to main street fire. Amazing!
- Great response time/service to senior communities.
- Good community involvement – education, crew interaction, etc.
- Keep performing patient transports.
- Strong EMS system.
- All interactions have been positive, though I have not required their services directly.
- Including the public in the strategic planning process is a great move.
- Visible at community events (like Bothell Fire block party) – would be cool to see them more.
- Friendly.
- Community presence.
- Outreach and education programs available to most.
- Organized, effective.
- Make time to have a community presence.





- Are caring, responsible individuals.
- Respond quickly.
- Have the confidence and integrity to invite this survey.



External Stakeholders Work Session





Other Thoughts and Comments

The community was asked to share any other comments they had about the Bothell Fire Department or its services. The following written comments were received:

**Other Community Comments about the Bothell Fire Department
(verbatim, in no particular order)**

- Lots of turnover of command staff.
- The Bothell downtown coordinator gives city – police a public persona, but I have lived here 35+ years and don't know where fire headquarters is.
- Generally, the EMS response of firehouses is 80+% of responses – people should know that.
- P.S., if you didn't see the City Council candidates' forum – you should. 100% privatized public safety.
- While I was unable to rank Public Fire and Life Safety Education above any of the other services, I do believe these are vital and important programs that need to continue.
- Thank you! My son-in-law is a firefighter in Everett, and I appreciate the hard work and dedication by our first responders.
- Wondering if the fire district is still on the table – opposed to anything like that, raises taxes as we are being taxed to death – even a few pennies/thousands turns into a lot when our market valuations are going sky high!!!
- Please keep us in the loop and make sure this is a “living” doc. with the support of the city council and city manager. Don't need another feel good process with a document on the shelf.
- Thank you!
- Thank you / them for their services!
- How is / can the department use social media for educational purposes?
- Are there ways to use trained volunteers in education programs.
- Perhaps the Bothell Chamber should host the fire department for a presentation on business / home fire safety tips. Great way to reach 15-100 local businesses / residents.
- A few years ago, there were conversations about merging other departments to form a fire district. I would like to know what became of those discussions and why – thank you.
- Thank you for having me.
- Thank you.

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These





sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the agency’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named below and pictured on the next page.

Bothell Fire Department Internal Stakeholders			
Cody Barwell Firefighter	Kelly Cross Firefighter/Local 2099	Gabby Diego Administrative Assistant	Cathy Farrell Administrative Manager
Melissa Gladden Administrative Assistant	Jack Greaves Firefighter	Chad Gustafson Firefighter	Greg Gwyn Lieutenant
Dan Johnson Battalion Chief/Training Officer	Joe Krempf Battalion Chief	Bruce Kroon Fire Chief	Mike McAuliffe Battalion Chief
Dave Monahan Firefighter	Butch Noble Deputy Chief/Fire Marshal	Stephen Pasley Firefighter/Local 2099	Russ Petrick Firefighter
Kirk Robinson Lieutenant	Jim Roepke Deputy Chief	Lisa Thurston Administrative Assistant	Rob van Spaandonk Battalion Chief
Jim Vandertoorn Battalion Chief			





Agency Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:

- *Who are we?*
- *Why do we exist?*
- *What do we do?*
- *Why do we do it?*
- *For whom?*

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

**Committed to exceptional service
through preparation, prevention, and performance.**





Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Bothell Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

- Teamwork**
- Integrity**
- Compassion**
- Humility**
- Progressive**

Vision

Agency representatives came together to develop a vision of where the organization aims to be while working to accomplish established goals for improvement. This vision is intended as a target of excellence to strive toward throughout the strategic plan period.

Improving the quality of life for our team, our partners, and those we are proud to serve while engaging the community...making every customer's day better.





Programs and Services

The agency’s internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Bothell Fire Department

- Fire Suppression
- All Hazards Rescue – Basic and Technical
- Fire Prevention/Community Risk Reduction
- Hazardous Materials Mitigation
- Fire Investigation
- Emergency Medical Services
- Public Fire and Life Safety Education
- Wildland Fire Services
- Life Safety Inspections

Supporting Services of the Bothell Fire Department

- Training
- Physical Resources
- Human Resources Department
- Snohomish County Public Utility District
- King County EMS
- Hospitals
- Department of Transportation
- Red Cross
- Vendors
- Local 2099, IAFF
- Public Works
- Other City Departments
- Mass transit system
- AFSCME
- Airlift Northwest
- Mutual/Automatic Aid
- Fire District #10
- Redmond FD Mechanics
- Information Services
- Finance Department
- Puget Sound Energy
- Dispatch
- American Medical Response
- Law Enforcement
- EMTG
- CERT
- Software services





S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the internal stakeholders identified the agency's strengths as follows:

Strengths of the Bothell Fire Department

- Capable personnel
- Labor relationship
- Administrative support
- Teamwork
- Budgetary support
- Transparency
- Regional cooperation
- Humility
- Diverse perspectives
- Company officer leadership
- CRR certifications
- Passion
- Public Education
- Respectful of opinions regardless of rank/position
- Sense of humor
- Self-reflection
- Honor to serve
- Level of EMS service we provide
- Flexible workgroup – adaptability
- External customer service
- Commitment
- New leadership
- Training (Lisa especially)
- Innovation
- Listing strengths
- Part of progressive/growing city
- Firefighter training
- Motivated individual
- Physical fitness
- Senior firefighter mentorship
- Internal support
- Sense of community
- Social media
- Hard working
- Pride in high performance
- Sense of family (internal)





- Support of other departments
- Pride and ownership
- Longevity/tenure
- New fire apparatus
- EMTG (Training Consortium)
- TRT (Technical Rescue Team)
- Internal promotions
- Diversity
- Crew input on apparatus
- Willingness/ability to form/maintain outside relationships
- Recent increase in staffing
- Community interaction
- Internal customer service
- Increased CRR staffing
- Zone 1 consortium
- NORCOM (Dispatching Agency)
- Wildland team
- Recruitment of new folks – aka hiring process
- Promotional consultant
- Solid contract
- Chaplain program/support



Internal Stakeholders Work Session





Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Bothell Fire Department

- Communication – everything! (internal)
- Project completion
- Restrictions from the city
- Service delivery – levels of service
- Leadership development
- SOPs – not updated
- Internal division of labor (10% doing the 90%)
- Mechanic support
- Training facility
- Succession plan in CRR/Ops/Admin
- Pride and ownership in equipment and apparatus
- Fire District 10 communications
- Lack of strategic plan
- Attention to fundamental details (rig checks)
- Diversity
- Lack of securing grants
- Shift / 9 islands
- Facilities – age/function/storage – plans for growth
- Apparatus – age/location – continuity of equipment
- Lack of 360-degree review process
- Apparatus dedication – jump crews
- Favoritism
- Resistance to change
- Lack of BC training and involvement with crews
- Reaction time (response)
- Re-inventing the “wheel”
- Not attractive to others for regionalization/RFAs
- Peer support
- Follow through
- Accountability
- Officers working below rank
- Interdepartmental relationships
- Professional development
- Workload capacity
- Station security/parking
- IS support
- Electronic records and records management
- Lack of staffing
- Current shift schedule – safety, duplicate training
- Regional shift schedule/alignment
- Allow negativity to persist
- Lack of current processes (i.e. R & D)
- Management training
- New staff orientation/training
- Chief officer training
- Technology – incorporating, training in/mastery of
- Health and fitness – lack of comprehensive program
- Lack of metrics – performance
- Personal agendas – training, overtime
- Lack of addressing personnel issues
- Social media
- Lack of funding – budget
- Reactive vs. proactive
- Specialty team training
- Duplication of work/effort
- Poor evaluation process





Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Bothell Fire Department

- Growth / RFA / Consolidation
- Technology – be progressive
- Mechanical services – our own
- CMT program / in-field services to eliminate ER visits / Physician’s Assistant
- Better/improve our ISO rating (WSRB)
- Find alternative funding – grants
- Public interaction – increase
- Political action
- Annexation (MUGA)
- GEMT – Ground Emergency Medical transport
- Become a fire district
- Offsite debriefing
- Increase public education/outreach
- EMTG – collaboration of drill prep and resourcing
- Training – external opportunities
- Medic services – our own program
- Our own transport service enhancement
- Consolidate purchasing equipment/supplies within zone/region
- To become leader in zone/region/country
- Increase fire prevention education/programs
- Accreditation
- Increased USAR members
- Union hall
- Public safety bonds/levy
- Regional training clearing house
- Mobilizations – wildland/disaster
- Train with other city departments





Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Potential Threats to the Bothell Fire Department

- Funding
- Budget
- Laws and regulations
- Infrastructure – aging roads, facilities
- City policies – lack of inclusion for FD and EMS
- Growth/population
- Violence on calls
- Increase in calls
- Traffic congestion
- Job complexity – electric cars, increasing demands/technology
- Terrorism
- Change
- Lightweight construction
- Limited radio coverage
- Natural disaster
- Diverse occupancy types – medical, testing facilities
- Firefighter safety –physical health – cancer, mental health
- Olympic pipeline
- Politics/politicians
- Public perception of fire department (our image)
- Demographics – age and culture
- Needle sticks
- Opioid increase issues
- Building increase and density
- Active violence
- Privatization
- Lack of public support of unions
- Loss of Fire District 10
- Social media
- Limited fire flow
- Access to training opportunities





Critical Issues and Service Gaps

Following the identification and review of the agency’s SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroup	
Group 1	Group 2
<ul style="list-style-type: none"> - Communication – Internal <ul style="list-style-type: none"> o To and from City Hall o Schedule – 24/7 vs. Mon–Fri 8-5 o Locations – CRR/45/44/42 o Log book – shift to shift o Email o Job expectations – email/phone o Respectful communication 	<ul style="list-style-type: none"> - Communication <ul style="list-style-type: none"> o Internal o Chain of command o Meetings o Emails/memos o Playbook o SOPs o Social media o 360-degree evaluations
<ul style="list-style-type: none"> - Succession Planning <ul style="list-style-type: none"> o Not trained for current position o Lack of motivation o Lack of mentorship o Lack of a clear path o Development program o No accurate job description o Accountability 	<ul style="list-style-type: none"> - Succession Planning <ul style="list-style-type: none"> o CRR/Ops o Officer development o Professional development o Department
<ul style="list-style-type: none"> - Health and Wellness <ul style="list-style-type: none"> o Dedicated workout areas o Standards – national o Physicals o Mental health o Fit for duty o Job hazards o PPE management o Safety/security 	<ul style="list-style-type: none"> - Health and Safety <ul style="list-style-type: none"> o Facilities o Equipment –workout PPE o SOPs o Fitness o Training o Peer support o Physicals - annual





Group 1	Group 2
<ul style="list-style-type: none"> - Growth of the City/Department <ul style="list-style-type: none"> ○ Staffing levels ○ Facilities ○ Apparatus and equipment ○ Training ○ City relationship ○ Changing job descriptions of firefighters ○ Workload capacity 	<ul style="list-style-type: none"> - Level of Service <ul style="list-style-type: none"> ○ Apparatus/equipment ○ Facilities ○ Staffing - Staffing <ul style="list-style-type: none"> ○ Funding ○ Training ○ Professional development - Apparatus/Vehicles <ul style="list-style-type: none"> ○ Continuity of equipment ○ Age ○ Technology
<ul style="list-style-type: none"> - Facilities <ul style="list-style-type: none"> ○ Drill ground ○ Maintenance ○ Enough stations 4/5? ○ Replacement ○ Locations ○ Safety compliance ○ Capacity ○ Budget ○ Accommodations (sleeping quarters) 	<ul style="list-style-type: none"> - Facilities <ul style="list-style-type: none"> ○ Stations ○ Equipment ○ Support ○ Funding ○ Location ○ Security/parking
<ul style="list-style-type: none"> - Training <ul style="list-style-type: none"> ○ Scheduling ○ Volume ○ Computer training and support ○ Lack of facility ○ Regulations 	<ul style="list-style-type: none"> - Training <ul style="list-style-type: none"> ○ Funding ○ Facilities ○ Time/schedule ○ Staffing ○ Training plans
<ul style="list-style-type: none"> - Workload Capacity <ul style="list-style-type: none"> ○ Call volume increase ○ Division of labor ○ Inefficiency ○ Programs ○ Priorities ○ Specializations ○ Training requirements ○ Company inspections 	<ul style="list-style-type: none"> - Workloads <ul style="list-style-type: none"> ○ Working below rank ○ Lack of job descriptions ○ Prioritizing ○ Staffing ○ Follow through and accountability ○ Workload capacity ○ Division of labor ○ Processes





Group 1	Group 2
<ul style="list-style-type: none"> - Communication – External <ul style="list-style-type: none"> o To/from City Hall o Community outreach o Social media o Community education o Regionalization 	<ul style="list-style-type: none"> - Community Outreach <ul style="list-style-type: none"> o Social media o Public Education o Fire Prevention o Political relationships – council and District 10 o Events/open houses o Staffing
<ul style="list-style-type: none"> - Leadership <ul style="list-style-type: none"> o Personnel development o Poor evaluation process o Clear job descriptions o Clear goals and objectives o Accountability o Communication o Favoritism o Personal connection o Management training o Recognition – accomplishments and structure 	<ul style="list-style-type: none"> - Interdepartmental Relationships <ul style="list-style-type: none"> o Redmond mechanics o All city departments o Supporting service providers o Vendors o District 10 o Medics o Woodinville automatic aid - Regionalization/Consolidation <ul style="list-style-type: none"> o NKC o EMTG o Mergers/RFA o Joint purchasing o Alignment
<ul style="list-style-type: none"> - Budget/Finance <ul style="list-style-type: none"> o Lack of grants o Lack of communication o Snohomish District 10 contract o Expectations/Advocacy o Accurate budget planning o Capital projects o Asset replacement 	<ul style="list-style-type: none"> - Systems/Process <ul style="list-style-type: none"> o FireTrex o Inventory o Forms o Records management o MDC/Tablets o SOPs o R & D
	<ul style="list-style-type: none"> - Culture <ul style="list-style-type: none"> o 9 islands o Favoritism o Personal agenda o Accountability o Reactive vs. proactive o Negativity to persist o Gossip

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of





goals and objectives. Additionally, the internal stakeholders provided guidance for the prioritization of the initiatives to better set up the corresponding goals and objectives.

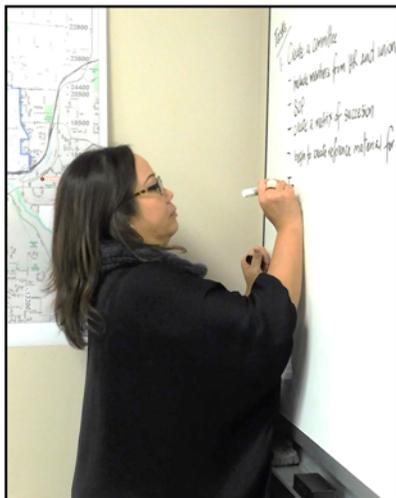
Bothell Fire Department Strategic Initiatives

- Asset Management
- Workforce Planning
- Training
- Succession Planning
- Health and Wellness
- Internal communications
- Community Relations
- External Systems Relations

Goals and Objectives

To continuously achieve the mission of the Bothell Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the Bothell Fire Department’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with department leadership.

“Goals allow you to control the direction of change in your favor.”
Brian Tracy,
Author



Internal Stakeholders Work Session



Goal 1	Develop and implement a comprehensive asset management plan to satisfy the current and future needs of the Bothell Fire Department.
Objective 1A	Perform an analysis of facilities to determine capital improvement needs and implement plan for capital improvements.
Timeframe	18 – 24 months Assigned to: Fire Chief (Kroon)
Critical Tasks	• Develop a report based on call volume, response times and station locations.





- Analyze department training needs from a drill ground/training facility standpoint to better meet regional, state, and federal standards.
- Analyze needs of all stations to include, but not limited to, crew quarters, apparatus housing, equipment storage, program management, health and wellness, administration, and training to address current needs and future growth.
- Prioritize and communicate findings to Department, City Hall, and external customers.
- Explore ways and be willing to be an active participant in capital improvement projects with the city departments.

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Review current maintenance agreement with the city and identify areas of improvement.	
Timeframe	3 months	Assigned to: BC Support Services (Krempf)
Critical Tasks	<ul style="list-style-type: none"> • Collect data and develop a report on recent maintenance history and current needs. • Develop and implement alternative plan for maintenance needs that fall outside of the City scope and schedule. • Review and adjust the maintenance responsibilities of the City staff and department staff and update policies accordingly. • Coordinate with facilities to streamline a more efficient work order process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Analyze the current asset replacement schedule to determine adequacy with regards to apparatus.	
Timeframe	6 months	Assigned to: BC Support Services (Krempf)
Critical Tasks	<ul style="list-style-type: none"> • Develop a report on call volume, response times and station locations with regard to current and future apparatus needs to insure compliance with industry standards. • Look at alternative service delivery needs with respect to fire, EMS, and community response. • Project staffing growth to better meet fleet requirements (support staff vehicles). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 1D	Review current fleet maintenance agreements to determine adequacy of current and future department needs.		
Timeframe	3 – 6 months	Assigned to:	BC Support Services (Kreml)
Critical Tasks	<ul style="list-style-type: none"> • Collect data and develop a report on recent maintenance history and current needs. • Explore alternative maintenance delivery opportunities. • Develop and utilize work order process for emergency vehicles that meets the communication needs of the department. • Review the city’s capabilities for support vehicles/fleet. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1E	Analyze the current asset replacement schedule to determine adequacy with regards to equipment.		
Timeframe	3 – 6 months	Assigned to:	BC Support Services (Kreml)
Critical Tasks	<ul style="list-style-type: none"> • Review and reorganize the items within asset replacement. • Analyze and update financial information for equipment. • Communicate and review budget with program managers to determine current values, needs and future purchases. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 2	Determine desired/future service delivery and workload capacity to guarantee execution of realistic and attainable workloads while ensuring priority programs are addressed appropriately.	
Objective 2A	Assess current service delivery requirements.	
Timeframe	6 months	Assigned to: DC of Ops (Roepke)
Critical Tasks	<ul style="list-style-type: none"> Analyze current programs and workload with the resources required. Define all current programs. Determine resources necessary: <ul style="list-style-type: none"> Staff time, physical resources, funding. Determine needed positions to achieve service delivery requirements. Analysis of required workload. Develop new program schedule. Prioritize programs by assessing and balancing needs of the community with current capacity to create new program schedule. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Define department structure and positions.	
Timeframe	1 year	Assigned to: Fire Chief, Labor, HR
Critical Tasks	<ul style="list-style-type: none"> Conduct an organizational structure review. Review current organizational structure. Define and update organizational structure. Update position requirements: Assess current job descriptions. Contact other agencies for comparison. Revise and update job descriptions to include program and facility responsibilities. Integrate job description with evaluation process with annual evaluation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Compare service delivery requirements against current resources.	
Timeframe	6 months	Assigned to: Fire Chief and DC Ops (Kroon, Roepke)
Critical Tasks	<ul style="list-style-type: none"> Assess which programs should be eliminated or scaled back. Assess which programs should be added or expanded. Assess and adjust staffing needed to meet program goals. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 2D	Periodic and continued assessment of programs and the ability to support them effectively.	
Timeframe	6 months	Assigned to: DC Ops (Roepke)
Critical Tasks	<ul style="list-style-type: none"> • Determine recurring schedule of evaluation of department programs. • Reassess programs and staffing for efficacy/relevance of program. • Determine program changes needed according to community demographics. • Create or remove programs as determined. • Corresponding staffing. • Adjust staffing as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 3	Determine scope of necessary training, create a global and individualized program, implement scheduling and tracking capabilities to ensure effective compliant training.	
Objective 3A	Analyze and determine gap between requirements and capacity.	
Timeframe	1 year	Assigned to: BC Training (Johnson)
Critical Tasks	<ul style="list-style-type: none"> • Contact all agencies requiring/providing training and compile all required training. Agencies should include: EMTG, NFPA, WACs, KCEMS, Zone I Spec OPS, City Hall (including IS and other departments), WISHA • Review all EMTG analysis. • Develop comprehensive list of all required training per position and/or rank as well as applicable assignment. • Compare completed lists against currently available hours each position and/or rank can complete. • Review findings with the Chief to determine policy. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Provide training programs for job titles, ranks, specialties and credentials.	
Timeframe	1 year	Assigned to: BC Training (Johnson)
Critical Tasks	<ul style="list-style-type: none"> • Create policy determining acceptable completion rates for job competencies, training, credentials and specialties. • Determine the need to expand training library • Determine which Task Books are needed. • Create Task Books that are missing. • Update existing Task Books with requirements. • Determine and include competency maintenance. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Evaluate employee competencies and determine individual needs.	
Timeframe	6 months	Assigned to: BC Training (Johnson)
Critical Tasks	<ul style="list-style-type: none"> • Evaluate each employee to currently assigned training programs. • Evaluated each employee against appropriate Task Book. • Determine deficiencies for each individual. • Create an individualized plan to meet new standards. • Implement the plan as directed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3D	Provide officers with tools to schedule effective training.	
Timeframe	2 months	Assigned to: BC Training (Johnson)
Critical Tasks	<ul style="list-style-type: none"> Analyze and determine whether monthly or quarterly scheduling is more effective. Revise schedule as determined. Create access to training calendar - accessible to all. Contact software designer to create this feature. Officers will be required to schedule. Company and Command Officers will coordinate trainings to create efficiency. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Provide adequate facilities for required training.	
Timeframe	3 years	Assigned to: Fire Chief, BC Training, DC Ops
Critical Tasks	<ul style="list-style-type: none"> Review training requirements and determine physical resources necessary. Explore funding solutions Coordinate with Finance and other departments at City Hall to determine sourcing options such as grants, levies, and outside agency collaboration. Review funding options with appropriate Fire personnel and determine which options are appropriate. Obtain funds. Contract per policy for work to be completed. Have work completed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3F	Determine staffing needs to accomplish training requirements.	
Timeframe	6 months	Assigned to: DC Ops and Training
Critical Tasks	<ul style="list-style-type: none"> Compare training assignments with Northshore, Woodinville and other regional training programs. Make contact with agencies to receive information. Review of all positions to determine capacity for training. Review disparity between requirements and capacity. Review findings with Chief and applicable staff. Determine additional staffing and schedule accordingly. Additional staffing Other creative staffing schedules to achieve compliance with policy. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 4	Develop a path for a comprehensive succession plan including all department positions to provide continuity of operations and departmental success.	
Objective 4A	Create a committee.	
Timeframe	6 months	Assigned to: DC Ops and Labor
Critical Tasks	<ul style="list-style-type: none"> • Including members from Human Resources and unions. • Create an SOP and distribute per department process. • Create a matrix of succession. • Begin to create reference material for each position. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Identify and review all current job positions/descriptions.	
Timeframe	12 months	Assigned to: DC Ops and Succession Committee
Critical Tasks	<ul style="list-style-type: none"> • Review current duties. • Update and/or create identified revisions. • Report findings to relevant department members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Educate all members on updated job descriptions and matrix.	
Timeframe	3 months	Assigned to: BC Training and HR
Critical Tasks	<ul style="list-style-type: none"> • Communicate through meetings, email and website. • Identify personal matrix positions (where you fit). • Conduct the formal education to all members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Develop mentorship program .	
Timeframe	12 months	Assigned to: BC Training and HR
Critical Tasks	<ul style="list-style-type: none"> • Identify mentor criteria. • Conduct survey to establish mentor. • Establish cost to train/educate mentors. • Train the identified members and have them start the process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Ensure the ongoing development of a plan.	
Timeframe	Ongoing	Assigned to: BC Training
Critical Tasks	<ul style="list-style-type: none"> • Attend outside training/conferences. • Collaboration with HR and unions. • Gather and review other succession plans. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 5	Create a comprehensive health and wellness program that promotes physical and mental health, in service and retirement.	
Objective 5A	Establish a health and wellness committee.	
Timeframe	3 months/ongoing	Assigned to: BC Support Services (Health and Safety Officer)





Critical Tasks	<ul style="list-style-type: none"> • Create a letter of intent to all members. • Seek participation and establish committee to meet our goal. • Develop, train on, and issue a new SOP for this program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Analyze our current health and wellness program.	
Timeframe	3 months	Assigned to: BC Support Services (Health and Safety Officer.)
Critical Tasks	<ul style="list-style-type: none"> • Identify and define our current program. <ul style="list-style-type: none"> ○ Is it working? ○ Is it being used? ○ Why or why not? • Compare to national standards-best practice: <ul style="list-style-type: none"> ○ NFPA standards ○ IAFF peer fitness program ○ Zone/County/State/National • Reporting the findings of the analysis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Create and implement a peer support program.	
Timeframe	3 months/ongoing	Assigned to: Peer Support Lead (Firefighter Cross)
Critical Tasks	<ul style="list-style-type: none"> • Create a letter of intent to the Chief. • Create a survey to establish needs of all team members. • Distribute the survey to all members. • Compile the results and establish the team. • Establish the cost of training the team members. • Develop, train on, and issue a new SOP for this program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 5D	Reduce occupational hazardous health exposure.	
Timeframe	3 months/ongoing	Assigned to: BC Support Services (Health and Safety Officer)
Critical Tasks	<ul style="list-style-type: none"> • Identify hazards to all members. • Look for ways to reduce/eliminate hazards. • Review and compare current practice to national and best practices. – WAC. • Update and or create procedures and SOPs. • Ensure proper documentation and reporting of all exposures. • Identify associated costs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Create and implement a physical fitness program.	
Timeframe	6 months	Assigned to: BC Training (Johnson) and Labor
Critical Tasks	<ul style="list-style-type: none"> • Establish a fitness team • Review current program <ul style="list-style-type: none"> ○ Is it working? ○ Why or why not? • Establish cost of training team members • Develop, train on, and issue a new SOP for this program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5F	Provide safe and adequate workout facilities and equipment.	
Timeframe	6 months/ongoing	Assigned to: Fire Chief and DC Ops (Kroon and Roepke)
Critical Tasks	<ul style="list-style-type: none"> • Assess our current facilities and equipment. • Establish needs. • Identify costs. • Upgrade facilities and purchase equipment. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5G	Create and implement a nutrition program.	
Timeframe	6 months/ongoing	Assigned to: BC Training (Johnson) and Labor, BC Support Services (Health and Safety Officer)
Critical Tasks	<ul style="list-style-type: none"> • Send survey of needs and wants of all members • Provide resources for individual and group nutrition plans • Develop, train on, and issue a new SOP for this program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Develop and/or enhance procedures and processes that allow effective communication within our department.	
Objective 6A	Analyze current processes to better utilize what we have in place as communication tools.	
Timeframe	6 months	Assigned to: Fire Chief (Kroon), IS and Labor
Critical Tasks	<ul style="list-style-type: none"> • Review current evaluation process with respect to how it acts as a communication tool. • Review current SOPs that apply directly or indirectly to internal communication for clarity, format, and effectiveness. • Review process of new information dissemination for effectiveness and ease of use (new SOPs, Playbook PPEs, Special Notices, staffing changes, training opportunities etc.). • Communicate finding of reviews to appropriate decision-making entities. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Enhance current processes or develop new processes to better utilize these as communication tools.	
Timeframe	6 – 12 months	Assigned to: Support Services/Technology (Monahan), IS and HR
Critical Tasks	<ul style="list-style-type: none"> • Utilize evaluation review to enhance process as a communication and reflection tool. • Propose changes or additions to SOPs that do not reflect the effectiveness of communication that we desire in a professional fire department. • Utilize technology and current delivery processes to disseminate new information in a wide variety of ways. • Develop processes of accountability to ensure the expectation that internal customers will seek, digest, and act on information appropriate to them. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Train all internal customers on enhanced or new communication processes.	
Timeframe	6 months/ongoing	Assigned to: Support Services/Technology (Monahan), IS and HR
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Training Division to develop or determine resources needed to deliver effective training. • Use web based or external companies to deliver and train communication tools to members. • Deliver frequent refresher training on communication processes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 7	Identify, assess, and develop effective community relations to educate and create support for the department's needs.	
Objective 7A	Identify current community outreach programs and assess the effectiveness	
Timeframe	6 months	Assigned to: Fire Prevention/CRR (Noble)
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the following programs: <ul style="list-style-type: none"> ○ Fire Prevention in schools ○ DUI drill ○ CPR/First Aid/AED ○ CERT ○ Exit drills and evacuation plans ○ Bike helmets ○ Gym night ○ Birthday parties ○ Station tours • Measure the effectiveness by attendance, surveys, and internal/external stakeholder evaluations. • Identify and create a training plan to implement and improve the outreach programs. • Evaluate the programs for effectiveness and consistency. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Create focus groups to identify outreach needs within the community.	
Timeframe	6 months	Assigned to: Fire Prevention/CRR (Noble)
Critical Tasks	<ul style="list-style-type: none"> • Solicit participation from targeted community groups, i.e.: <ul style="list-style-type: none"> ○ School district ○ Senior community ○ Business community ○ UW-Cascadia College ○ Faith-based community • Create a campaign for interest in doing an open house/community forum. • Attend the Chamber of Commerce and other community-based meetings. • Identify and connect with target-hazard occupancies to communicate capabilities. • Evaluate programs for effectiveness and consistency. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7C	Identify staffing and resource needs for the delivery of educational and outreach services.		
Timeframe	3 months	Assigned to:	Fire Prevention/CRR (Noble)
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the time required for preparation and implementation of programs. • Evaluate the cost of potential programs. • Evaluate the impact to operational staff. • Evaluate the potential overtime opportunities and impact. • Evaluate the potential partnerships with Local 2099. • Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7D	Develop a comprehensive public information and outreach program to ensure the community is fully informed about service delivery issues and needs facing the department.		
Timeframe	3 – 6 months	Assigned to:	Fire Prevention/CRR (Noble), Firefighter Technology (Monahan) and IS
Critical Tasks	<ul style="list-style-type: none"> • Develop a media outreach program with city’s PIO. • Increase the amount of information to the news media. • Increase the distribution of the annual report. • Increase the amount of information provided to the news media about the department. • Increase department activities around fire prevention week and EMS week. • Educate officers on marketing opportunities and how to funnel information to PIO staff. • Continually assess and improve political relations with City Council and Fire District 10. • Create events and open houses to strengthen relationships with the community. • Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 7E	Develop a proactive social media program.		
Timeframe	3 months	Assigned to:	Fire Chief (Kroon), DC Ops (Roepke), Fire Prevention/CRR (Noble)
Critical Tasks	<ul style="list-style-type: none"> • Develop educational videos for fire and life safety for release on social media. • Partner with the City’s media team to create and film marketing material. • Further develop the social media following of the department’s site. • Educate and train department members on the use of social media. • Review and update the social media policy. • Identify and create training plan to implement and improve outreach programs. • Evaluate programs for effectiveness and consistency. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 8 Enhance intergovernmental relationships to improve service delivery, safety and create efficiencies.

Objective 8A Identify existing intergovernmental relationships.

Timeframe 1 month **Assigned to:** Fire Chief (Kroon), DC Ops Roepke and Fire Prevention/CRR (Noble)

- Critical Tasks**
- Measure effectiveness of the service delivery levels, i.e.:
 - All city departments
 - Fire District 10
 - Redmond mechanics
 - Paramedics
 - King County partners
 - Dispatching agencies
 - Snohomish County partners
 - Washington State Patrol

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 8B Analyze relationships to determine the level of improvement needed.

Timeframe 6 months **Assigned to:** DC Ops (Roepke) and Fire Prevention/CRR (Noble)

- Critical Tasks**
- Review current contracts.
 - Identify issues and inefficiencies.
 - Identify cost savings and/or cost increases.
 - Evaluate alternative options for specific services.
 - Evaluate current SOPs as they relate to stakeholders.
 - Recognize and build on current successful relationships.
 - Accept feedback from our partners to improve relationships.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 8C Review internal processes.

Timeframe 3 months **Assigned to:** DC Ops (Roepke) Fire Prevention/CRR (Noble) and BC Training

- Critical Tasks**
- Identify appropriate department personnel to maintain and/or improve relationships.
 - Identify if program managers should be integrated in attending respective meetings.
 - Identify fiscal impacts.
 - Identify the proper chain of command.
 - Obtain required approvals and legal evaluation.
 - Create a “promotional introduction” document to designated department leads.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





Objective 8D Enhance relationships to create mutual benefit.

Timeframe Ongoing **Assigned to:** Fire Chief (Kroon) and Labor

- Recognize and build on current successful relationships.
- Proactive interaction with various groups.

Critical Tasks

- Participate in applicable state and regional meetings.
- Create clear expectations and increase facetime.
- Increase participation in relevant conferences with partners identified above.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 8E Continually review and analyze ongoing stakeholder relationships.

Timeframe Ongoing **Assigned to:** Fire Chief (Kroon)

- Reach out to stakeholder groups for feedback.
- Annual evaluation of relationship and contracts.
- Create an evaluation document for stakeholder feedback.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborn and Ted Gaebler

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

To establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AFSCME	American Federation of State, County and Municipal Employees
CERT	Community Emergency Response Team(s)
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRR	Community Risk Reduction
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMTG	Eastern Metro Training Group
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
KCEMS	King County EMS
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
MUGA	Municipal Urban Growth Area
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.





Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PIO	Public Information Officer
RFA	Regional Fire Authority
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
WAC	Washington Administrative Code
WISHA	Washington Industrial Safety and Health Act





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