

2021 - 2026

STRATEGIC PLAN

BASED ON QUALITY IMPROVEMENT FOR THE FIRE AND EMERGENCY SERVICES



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LETTER FROM THE CHIEF

To the communities of Snohomish Regional Fire & Rescue,

Guided by our values of Respect, Accountability, Integrity, Teamwork, and Service, Snohomish Regional Fire & Rescue is honored to respond to the needs of the great communities we serve. Day or night, rain or shine, 24/7, 365 days a year, our responders are ready for any emergency. Whether attending to the needs of a cardiac patient, responding to a vehicle accident, extinguishing a house fire, or helping a COVID-19 patient; our team of dedicated professionals are committed to your health, safety, and well-being.



Through community support, Snohomish Regional Fire & Rescue has built an advanced emergency response system in Snohomish County with highly trained personnel and progressive rescue programs. Our team has been on the frontlines during the COVID-19 pandemic, including transporting critical patients and assisting with an unprecedented community vaccination effort. Our personnel have diligently responded when the community needed us most. We appreciate the public's consistent support which maintains quick response times, ongoing training for our firefighters, and the equipment we need to serve you.

At the beginning of 2020, Lake Stevens Fire and Snohomish County Fire District 7 brought together our great people and formed Snohomish Regional Fire & Rescue. There was widespread community support for the merger to create the new district which today serves over 180,655 residents in the cities of Lake Stevens, Mill Creek, and Monroe, and unincorporated areas surrounding these communities. With the merger complete, our neighborhood stations and the firefighters serving you are committed to building long-term personal relationships with residents, businesses, and community organizations.

The 2021-2026 Snohomish Regional Fire & Rescue Strategic Plan charts a course for our new district that supports our mission of saving lives, protecting property, safeguarding the environment, and taking care of people. While we accomplish our mission, we are committed to being responsible stewards of your tax dollars. We look forward to a bright future of adapting to the needs of our flourishing communities, helping people recover from the COVID-19 pandemic, and continuing our heartfelt dedication to service.

We are here for you when you need us!

If you would like more information about our services, please reach out through our website, social media, or directly.

Take care and stay safe,
Kevin O'Brien, your Fire Chief
Kevin.O'Brien@SRFR.org
(360) 794-7666 main line



MISSION

Save lives, protect property, safeguard the environment, and take care of people.

VISION

We will be a proactive regional emergency services leader by partnering to provide safe communities for people to live, work and explore.

VALUES

RESPECT

- We are made stronger by the diverse backgrounds and experiences of our team members through their ideas, beliefs, and perspectives.
- We believe in treating all people, property, and the environment with dignity, compassion, and respect.
- We continually strive to earn the respect of our community and our co-workers through open communication and transparency.
- We choose to promote a collaborative and positive culture that respects and values the qualities and traits of all people.

ACCOUNTABILITY

- We exercise sound financial judgement and plan for fiscal sustainability.
- We seek feedback to learn and improve from experiences, always focusing on continuous improvement.
- We are responsible for our own attitudes and actions.
- We are open, transparent, and responsible to the public we serve.

INTEGRITY

- We honor public trust.
- We adhere to strong moral and ethical principles.
- We do what is right for the right reasons.
- We serve with sincerity and goodness.

TEAMWORK

- We are an engaged group of people with complementary skills who are committed through collaboration.
- We work with internal and external stakeholders driving toward a common purpose.
- We hold each other mutually accountable.

SERVICE

- We are here for our community.
- We are here to support each other.
- We strive to provide exceptional service through our actions.
- Service is a commitment to mastery of skills, professionalism, and compassion.



EXECUTIVE SUMMARY & BACKGROUND

Snohomish Regional Fire & Rescue (SRFR) is a newly merged all-hazards fire and emergency service district located in Snohomish County, Washington. SRFR provides structural fire suppression, wildland fire suppression, advanced life support emergency medical transport, technical rescue, water rescue, hazardous materials, fire code enforcement, fire and life safety education, and fire investigation services to its serviced communities and local partners. SRFR aspires to provide service with exceptional professionalism, dedication, and accountability to its citizens and their communities. SRFR exemplifies this commitment through recent fire district mergers to leverage operational and fiscal efficiencies and now through seeking agency accreditation through the Commission of Fire Accreditation International (CFAI).

In an effort to memorialize SRFR's dedication and commitment to continuous improvement SRFR has developed the 2021-2026 Strategic Plan, 2022 Community Risk Assessment: Standard of Cover, and is completing the 10th Edition Fire and Emergency Services Self-Assessment Model, to provide a pathway for future growth, development, and path to lasting success. The Strategic plan is intended to guide the agency within established parameters set forth by the citizens of our communities, elected Board of Fire Commissioners, the Fire Chief, and the members of SRFR.

SRFR used both internal and external stakeholder steering committees to help create the 2021-2026 Strategic Plan and in doing so has created a living document for use by District leaders to guide SRFR's path forward. Members of the steering committees were challenged to think outside the box regarding fire and emergency service paradigms, values, philosophies, beliefs, and desires. Valuable feedback was provided by the steering committees that will help influence SRFR's direction into the future.

As a result, the 2021-2026 Strategic Plan establishes comprehensive mission and vision statements that provide the District with a clear definition of why we exist and what we want to become. Furthermore, this strategic plan identifies the core values that embody how SRFR's members, individually and collectively, will represent the District. In the following pages, the mission, vision, values, goals, objectives, and critical tasks of Snohomish Regional Fire & Rescue are identified that will empower SRFR to become a proactive regional emergency services leader.



Commission on Fire Accreditation International: Agency Accreditation

SRFR's Accreditation Journey

Prior to the merger of Lake Stevens Fire and Snohomish County Fire District 7, both Districts engaged with CFAI as registered agencies in November 2017 and January 2018. Registration is the first step in the accreditation process and it allows interested agencies to become familiar with the process, receive required training, and participate with the local accreditation consortiums for assistance with fundamental documents. The registration period lasts for three years and ended for SRFR in January 2021. SRFR made notification to CFAI that the District would seek applicant status and signed the Applicant Agency Letter of Understanding on March 15, 2021. SRFR assigned an accreditation manager, department assistant, and established a group of 26 personnel to create the District's accreditation team. The expectation set by the accreditation team is to complete all required documents by March 1, 2022 and upload to the CFAI SharePoint site for review. If done, SRFR will receive a peer team visit in the Fall of 2022 and is expected to appear before the CFAI Commissioners for the agency accreditation hearing in February of 2023 in Orlando, FL at the CPSE Excellence Conference. Currently, only 301 agencies are accredited by CFAI with seven in Washington State.

Community Risk Assessment: Standard of Cover

As part of the CFAI accreditation process, SRFR had to complete a Community Risk Assessment (CRA) and form that information into a Standard of Cover (SOC). A community risk assessment is a process that systematically identifies, assesses, categorizes, and classifies the probabilities, consequences, and impacts of all risks in the area served by SRFR then uses that data to design a risk reduction and emergency response deployment plan to mitigate those risks.

The Standard of Cover uses SRFR's risk assessment methodology and historical data to establish baseline performance and benchmark goals for response. Furthermore, this document helps to determine optimal deployment of resources throughout the District to include where stations are located, what units and personnel are placed in stations, reliability of response by the assigned first due unit, and resiliency of the emergency response system under significant call load.



Fire & Emergency Services Self-Assessment Model

The 10th Edition of the Fire and Emergency Services Self-Assessment Model (FESSAM) is being used by SRFR to self-assess 11 categories or functions of the District to include governance and administration, assessment and planning, goals and objectives, financial resources, community risk reduction programs, physical resources, human resources, training and competency, essential resources, external systems relationships, and health and safety. These categories are broken into 46 criteria with 256 individual performance indicators (PI), 93 of which are core competencies. Each performance indicator is addressed by using a four-part answer. The District describes how the performance indicator is currently met, assesses the District's effectiveness in meeting the performance indicator, provides a plan to improve upon the current performance, and attaches references exhibiting the District's competency.



District Background

The three previous fire districts that make up SRFR are rich in history and rooted within their communities. The Revised Code of Washington Title 52, authorized the formation of fire protection district by a vote of the citizens covered. With this legislation, the acts of community volunteers were formalized into what is now Snohomish Regional Fire & Rescue.



Snohomish Regional Fire & Rescue

Snohomish Regional Fire & Rescue (SRFR) is a newly merged all-hazards incorporated fire district in Washington State serving the cities of Lake Stevens, Mill Creek, Monroe, and portions of unincorporated southeast and central Snohomish County. SRFR is the product of two mergers between three Snohomish County Fire Protection Districts. The first merger took place between Snohomish County Fire District 7 (SCFD 7) and Monroe Fire District 3 (MFD 3) on October 1, 2016 where MFD 3 merged into SCFD 7. The second merger took place on January 1, 2020 between Lake Stevens Fire (LSF) and SCFD 7 where LSF merged into SCFD 7. In August of 2020, the combined board of fire commissioners voted to change the legal name of the fire district to Snohomish Regional Fire & Rescue to better represent the fire district's area and communities served. SRFR is now an agency of 304 career, part-time, and volunteer personnel; working out of 11 fire stations, 1 logistics center, and 1 administration building; serving an area of 140 square miles with a population of approximately 180,655 people.



Monroe Fire District 3

Prior to the formation and legal establishment of Snohomish County Fire District 3 (MFD 3), fire protection for the City of Monroe was provided by a volunteer association beginning as early as 1902. In 1942, Snohomish County Fire District 3 was legally established by the voters to provide fire protection to the unincorporated county surrounding Monroe. In 1954 a Resolution was passed by the Monroe City Council to use residents of MFD 3 as volunteer firemen in the city. A joint operating board was established in 1986 consisting of three Monroe City Council representatives and three District Commissioners.

Beginning in the 1970's the agencies added to what services they provided to the community by responding to first aid calls. As the medical service calls increased they saw the need for additional training for their personnel. Five members of the department were accepted into the EMT training program in Seattle to be trained as volunteer EMTs. Subsequently over the years many more volunteers trained and qualifies as EMTs. Now, every firefighter is cross-trained as an EMT or Paramedic.

The increase in call volume, which were mostly medical calls, created a heavy burden on the departments volunteers. During this time Monroe Fire qualified for a government program called the Comprehensive Employment Training Act, CETA, which enabled them to hire two full-time week day first responders.

Over time the responsibility of fire protection for the City of Monroe was transitioned to MFD 3 through an interlocal agreement. After years of issues with sustainable funding for MFD 3, the City of Monroe reverse annexed into the district in 2006. This provided a more reliable funding source for fire protection across the city and unincorporated areas.



Snohomish County Fire District 7 was officially established in 1945 after several local citizens pursued the idea of organizing a fire district to service their community. Initially, the SCFD 7 operated out of one station located at the same site where Station 71 is today and served an estimated population of 1,400.

As the area began to develop, SCFD 7 sought the need to build Stations 72 and 73 in response to the growing needs of the community. The population of the SCFD 7 continued to increase with the accompaniment of some light industry in the Maltby area. As such, Station 74 was constructed to meet the service requirements of this area. Up until 1971, SCFD 7 was entirely volunteer.

With the introduction of fire department-based Emergency Medical Services (EMS) and the tremendous rate of growth through the 1970's, SCFD 7 hired Rick West as its first



With the introduction of fire district-based Emergency Medical Services (EMS) and the tremendous rate of growth through the 1970's, SCFD 7 hired Rick West as its first full-time Fire Chief in 1977. This position was needed to manage District operations to meet the growing demands of the community. The late 1970's and early 1980's brought about many more changes. First, Station 75 was constructed to better service the Lost Lake Area. Second, it was estimated that 70% of the alarms received were for EMS and the population had grown to approximately 30,000. Third, newly constructed Stations 71 and 72 were upgraded to facilitate 24-hour staffing by full-time personnel. Finally, the SCFD 7 saw an opportunity to expand EMS to include the first fire-based advanced life support (ALS) paramedic service in Snohomish County.

After the City of Mill Creek officially incorporated in 1983, the City opted to continue to receive fire protection and emergency medical services under an interlocal agreement with SCFD 7. Although growth of residential housing was primary during the late 1980's, light industry had grown steadily as well. Once again, the citizens realized the need for increased services. Therefore, they approved tax increases to fund improvements to fire and emergency medical services, which resulted in the purchase of new apparatus, and an increase in the number of full-time personnel. Property was also purchased to construct a new Station 73 to serve the residential area of Bear Creek. In 1998 two new stations were built to accommodate continued growth and improve the level of service. Station 76 was built in the City of Mill Creek while Station 77 was built to service the new communities of Gold Creek and Silver Firs. In 1999, personnel moved out of the original Maltby fire station and into a third new facility, Station 74.

In 2015 SCFD 7 sought the need to evaluate its performance for fire service as the District's population continued to explode. SCFD 7 engaged with Fitch & Associates to help create the District's first Standard of Cover document first published in October of 2017. That following month, SCFD 7 became a registered agency with CFAI.

After the economic crisis of 2008, many fire and EMS agencies in Snohomish County and the region began exploring the feasibility of consolidations and mergers to help improve efficiency. Fire Chief Gary Meek of District 7 and Fire Chief Jamie Silva of District 3 began discussions specifically on the benefits of a merger between their two agencies. In 2015 the proposal was presented to each District's Board of Commissioners, which overwhelmingly supported the concepts. In October 2016, the process was completed with District 3 merging into District 7, including all governance. The merger provided a number of business efficiencies for both Districts, especially in the administrative and business functions. The trends of consolidating districts to maximize efficiencies and



reduce costs continued with the recent merger with Lake Stevens which officially took place on January 1, 2020, resulting in the renaming of the district fire protection services to Snohomish Regional Fire & Rescue.

Lake Stevens Fire

Lake Stevens Fire (LSF) was formed around a popular tourist spot and former timber mill town that surrounds Snohomish County's largest lake. Fire protection began with a water tank in the Rucker Mill Lumber Yard. An electric pump kept the tank filled with water from Lake Stevens. A hose cart and hand propelled pump engine was kept between the town bank and the Eggerst feed building for citizen volunteers to use. In 1947, a vote was taken to establish Snohomish County Fire District 8, later renamed to Lake Stevens Fire in 2006. LSF's first fire engine was a World War II surplus CCKW 6X6 or "duce and a half" sold to the District by the Lake Stevens School District for one dollar.

By 1950, LSF had 15 volunteers, and purchased its first new fully equipped fire engine along with property on Chapel Hill Road for a new fire station.

In 1960, the City of Lake Stevens was incorporated with a population of 1,500 and included what is now the North Cove and downtown area. That same year, construction of the fire station on Chapel Hill Road was complete. The volunteer firefighter corps met each Monday and trained for two hours. LSF approved the purchase of two new engines, carrying 750 gallons of water each. An engine was placed at each fire station. Additionally, the Volunteer Firefighters' Association began hosting an annual "Fireman's Ball" to help raise funds for the District.

The 1970's saw the purchase of the first new aid car for medical emergencies capable of transporting up to three patients at once. Property was purchased in Machias for a future fire station as well. Finally, LSF moved out the original fire station in downtown Lake Stevens and moved to the current location of Fire Station 81.

During the 1980's, LSF purchased its first defibrillator for treating patients with cardiac arrest. Most of the District's firefighters became certified Emergency Medical Technicians in response to the growing need for trained medical response. The Volunteer Firefighter Association and Lake Stevens Fire together purchased a Hurst cutter/spreader commonly referred to as the "Jaws of Life." This tool would help extricate patients who were trapped inside crushed automobiles. Valley General Hospital stationed paramedics at LSF in the late 1980's. This would provide advanced life support care to the most critically sick and injuries patients. A new Headquarters



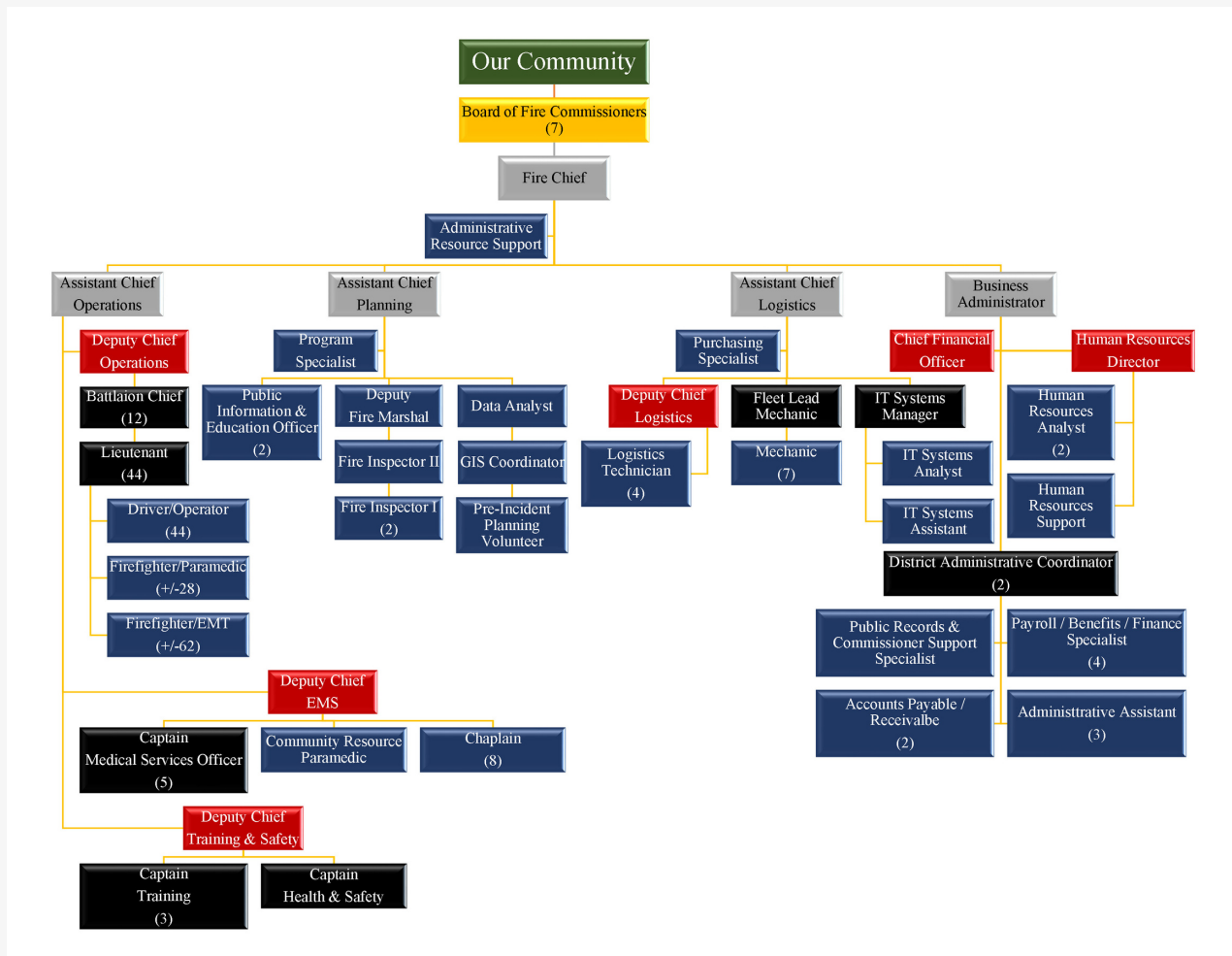
Station 82 was built on Chapel Hill Road and Fire Station 83 was built in Machias. Most of all, in 1981 the City of Lake Stevens voted to reverse annex into LSF's fire district. LSF saw the need to begin specialized training for technical rescue in the 1990's. A training tower was built at First Station 83 providing the first in-district training ground. As training continued in technical rescue, the Machias facility expanded to include confined space and heavy rescue props. Volunteer firefighters became part-paid employees of Lake Stevens Fire. Most notably the USFA's Risk Watch program was introduced in the Lake Stevens School District and taught by LSF personnel.

As the City of Lake Stevens and the surrounding unincorporated area continued to grow, LSF responded by charging for ambulance transport and purchasing two new engines, one in 1998 and one in 2001. In addition, the District purchased a boat with a fire pump to provide fire suppression to vessels on Lake Stevens. LSF purchased a headquarters building in 2008 off of South Lake Stevens Rd to accommodate its growing administrative staff.

LSF was committed to excellence and providing the best service possible to its community. In January of 2018, the LSF Board of Fire Commissioners approved registration with CFAI to begin the agency accreditation process.



2022 ORGANIZATIONAL CHART



PLAN DEVELOPMENT METHODOLOGY

As SRFR began developing a new strategic plan, the team focused first on aligning developmental actions with future goals. The team started by establishing a set of guiding principles. One of the most important guiding principles was inclusion. This required the team to carefully consider the membership of the District's and community's stakeholder groups to ensure that all voices and perspectives were heard. The following principles helped to create the grass-roots, community-driven strategic plan presented here.


Guiding Principles:

- Inclusive – Engage staff, commissioners, and community members to incorporate feedback and ensure that a variety of voices and perspectives are reflected.
- Simple – Create a plan that accurately and easily communicates SRFR's direction to staff, commissioners, and community members while inspiring the District to continuously improve service and strengthen our capabilities.
- Reflective – Ensure that SRFR's new Mission, Vision, and Values reflect the needs of the community and the best of who the District aspires to be.

With the guiding principles in place and a clear plan for multi-faceted engagement, the team was able to blend the wealth of views in the creation of our Mission, Vision and Values.

As the team transitioned to goal-setting, members were instructed to use the SMART (specific, measurable, achievable, realistic, and time-bound) method of writing actionable goals, objectives, and critical tasks. Furthermore, the team developed a method to track the completion of goals, objectives, and critical tasks to ensure that the strategic plan would be executed within its five year life.

MULTI-FACETED ENGAGEMENT	ALL TEAMS	STEERING COMMITTEE	COMMUNITY LEADERSHIP ADVISORY COMMITTEE
	LIVE BRAINSTORMING		✓
SURVEYS	✓	✓	✓
WRITTEN FEEDBACK	✓	✓	
FACILITATED FEEDBACK		✓	✓
FACILITATED PRIORITIZATION		✓	
SMALL TEAM BREAKOUTS		✓	




PROGRAM GOALS AND OBJECTIVES



GOAL 1: PROVIDE THE HIGHEST LEVEL OF EMERGENCY RESPONSE TO THE COMMUNITIES WE SERVE.

GOAL 2: ENGAGE AND SERVE THE COMMUNITY BY PROVIDING PROACTIVE, STRATEGIC, AND ADAPTIVE FIRE AND LIFE SAFETY PROGRAMS THAT PREVENT AND MITIGATE RISK.

GOAL 3: EXEMPLIFY OUR MISSION OF TAKING CARE OF PEOPLE PHYSICALLY, MENTALLY, AND EMOTIONALLY WHILE CREATING A ROBUST AND DIVERSE CULTURE.

GOAL 4: EMBODY AND CONVEY OUR DISTRICT'S NEW CORE VALUES FOCUSING ON ACCOUNTABILITY, INTEGRITY, AND RESPECT.

GOAL 5: OPERATE SUSTAINABLY AND RESPONSIBLY WHILE MAINTAINING TRANSPARENCY BY STRENGTHENING ESTABLISHED BUSINESS PRACTICES

GOAL 6: PROVIDE AND MAINTAIN CONTEMPORARY FACILITIES AND EQUIPMENT FOR OUR WORKFORCE TO HELP ENABLE OUR MISSION OF SAVING LIVES, PROTECTING PROPERTY, SAFEGUARDING THE ENVIRONMENT, AND TAKING CARE OF PEOPLE.



EMERGENCY RESPONSE

GOAL 1: PROVIDE THE HIGHEST LEVEL OF EMERGENCY RESPONSE TO THE COMMUNITIES WE SERVE.



Our Mission as an all-hazards emergency services district is to save lives, protect property, safeguard the environment, and take care of people. We are aware that even with our best efforts at prevention and education, emergencies will occur in our communities. At our core, we are committed to developing a resilient and reliable emergency response system. To have such a system we must understand the risks found in our community, provide specific training for our responders, and purchase customized apparatus and equipment. This comprehensive plan provides the safety net that our communities expect from their fire district.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 1.1: Evaluate and address the impacts of growth within Snohomish Regional Fire & Rescue to better manage the current and future needs of the District.

CRITICAL TASK 1.1.1: Use the Community Risk Assessment: Standards of Cover document to develop a plan to assure our staffing and improved emergency delivery response meet the needs of our communities.

CRITICAL TASK 1.1.2: Collaborate with regional partners to provide improved service.

OBJECTIVE 1.2: Provide realistic and relevant training to ensure our firefighters and paramedics are prepared to meet the needs of our communities.

CRITICAL TASK 1.2.1: Use current best practices and available science to develop our training curriculum.

CRITICAL TASK 1.2.2: Develop a formal succession training program which will support individual growth and career development.

CRITICAL TASK 1.2.3: Develop a plan to provide at least one realistic training prop/structure in each battalion.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 1.3: Analyze emergency response performance compared to agency benchmarks and industry best practices.

CRITICAL TASK 1.3.1: Develop and train on fire ground standards as determined by the operations and training divisions.

CRITICAL TASK 1.3.2: Continuously evaluate emergency medical service (EMS) performance standards against regional, state, and national key performance indicators (KPIs) to guide training needs.

CRITICAL TASK 1.3.3: Work with the Division of Fire & Life Safety team to engage the public in identifying areas that public involvement or outreach may help to improve KPI performance.

CRITICAL TASK 1.3.4: Use First Watch to analyze and evaluate response times to develop realistic response goals and fire ground benchmarks.

OBJECTIVE 1.4: Evaluate equipment and technology that will improve response capabilities.

CRITICAL TASK 1.4.1: Pursue and evaluate new technologies that will improve or enhance response capabilities while maintaining financial stewardship.

CRITICAL TASK 1.4.2: Ensure equipment is evaluated as the best fit for the intended use through committee review.

CRITICAL TASK 1.4.3: Work with regional partners to standardize equipment and address cost through bulk purchasing.

CRITICAL TASK 1.4.4: Develop training that addresses the deployment and use of new equipment.



FIRE AND LIFE SAFETY

GOAL 2: ENGAGE AND SERVE THE COMMUNITY BY PROVIDING PROACTIVE, STRATEGIC, AND ADAPTIVE FIRE AND LIFE SAFETY PROGRAMS THAT PREVENT AND MITIGATE RISK.



Preventing harm is a fundamental part of our mission. We achieve success in our prevention efforts by focusing on enforcement of the adopted fire code, applying engineering controls, encouraging economic incentive, and providing fire and life safety education.

Public engagement is critical to prevention and preparedness. Snohomish Regional Fire & Rescue serves a diverse and rapidly growing population base. As our communities continue to grow we strive to understand the best methods to engage our communities and provide strategic actions that help us achieve our vision of providing safe communities for people to live, work, and explore.





OBJECTIVES AND CRITICAL TASKS

FIRE PREVENTION PROGRAM (FIRE CODE ENFORCEMENT):

OBJECTIVE 2.1: Provide regionalized code enforcement services adapted to the municipalities we serve.

CRITICAL TASK 2.1.1: Create a regionally applicable service fee schedule, local fire code amendments, fire district design standards, and interlocal agreements to standardize fire code enforcement, fees and expectations in all contract cities.

CRITICAL TASK 2.1.2: Establish and build strong relationships with each contract city by having a presence at local city council, chamber of commerce, civic group meetings. We will also provide a primary fire district point of contact.

OBJECTIVE 2.2: Create and implement measures to ensure a sustainable code enforcement program.

CRITICAL TASK 2.2.1: Create and establish a succession plan for the fire marshal positions.

CRITICAL TASK 2.2.2: Create division KPIs based on workload to exhibit additional staffing needs.

CRITICAL TASK 2.2.3: Evaluate fee schedule and workload to ensure personnel, operational, and capital funding needs are met based on expected community growth.

CRITICAL TASK 2.2.4: Evaluate current business practices, policies, procedures, and software programs for cost effectiveness and efficiency.





OBJECTIVES AND CRITICAL TASKS

PUBLIC EDUCATION PROGRAM:

OBJECTIVE 2.3: Assess, adapt, and administer current community education and outreach programs.

CRITICAL TASK 2.3.1: Integrate and develop a consistent data collection strategy to track and assess public education and community outreach programs.

CRITICAL TASK 2.3.2: Analyze data to assess the effectiveness of current programs.

CRITICAL TASK 2.3.3: Develop a contract or process to produce programming and media in other languages per district demographics.

CRITICAL TASK 2.3.4: Periodically assess current programs and make necessary adjustments to outreach and education strategies.

OBJECTIVE 2.4: Analyze current data to develop strategic community outreach programs in order to reduce newly identified risks in our jurisdiction.

CRITICAL TASK 2.4.1: Develop, pilot, and deliver data informed program curricula that support the district's mission.

CRITICAL TASK 2.4.2: Research, write, and participate in the development of content for public education mediums.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 2.5: Build and foster long-term working relationships with community, external organizations, businesses and agencies to further the district's public education efforts to prevent and mitigate risks in our communities.

CRITICAL TASK 2.5.1: Identify all of the educational institutions, senior living communities, civic groups, Home Owners Associations (HOA's), faith-based organizations, etc. within the agency's jurisdiction.

CRITICAL TASK 2.5.2: Connect with and schedule fire and life safety presentations with 50% of the identified groups above.

CRITICAL TASK 2.5.3: Partner with identified groups for key initiatives and projects that align with agency goals and values.

CRITICAL TASK 2.5.4: Develop a contract or process to produce programming, educational materials, and media in languages other than English that are spoken in the community we serve.





OBJECTIVES AND CRITICAL TASKS

PUBLIC AFFAIRS/COMMUNITY OUTREACH:

OBJECTIVE 2.6: Strengthen long-term working relationships with the community, external organizations, businesses, and agencies to build community trust and resiliency.

CRITICAL TASK 2.6.1: Connect with the groups identified in 2.5.1.

CRITICAL TASK 2.6.2: Connect with and schedule a District update and/or fire and life safety presentations with 50% of the identified groups above.

CRITICAL TASK 2.6.3: Partner with identified groups for key initiatives and projects that align with district goals and values.

CRITICAL TASK 2.3.4: Periodically assess current programs and make necessary adjustments to outreach and education strategies.

OBJECTIVE 2.7: Adapt to evolving community communication needs through the use of technology, print media, and in-person venues.

CRITICAL TASK 2.7.1: Periodically assess the current use of community outreach mediums for their effectiveness and reach.

CRITICAL TASK 2.7.2: Develop new strategies based on task 2.7.1 assessment that increases reach for social media, print media, and video communication to the public.

CRITICAL TASK 2.7.3: Provide proactive community relations and education, through four annual newsletters, one annual report, at least two social media posts per week, regular press releases, and consistent video and in-person presentations.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 2.8: Develop a comprehensive plan to educate staff about the District's key messaging, education programs, and personnel's role in community risk reduction.

CRITICAL TASK 2.8.1: Partner with the training division to deliver orientation presentations to all new hires.

CRITICAL TASK 2.8.2: Develop semi-annual staff education programs regarding the District's key messaging, public education programs, public relations, and prevention programs.

CRITICAL TASK 2.8.3: Develop accessible reference materials that assist personnel in public education program delivery.





OBJECTIVES AND CRITICAL TASKS

FIRE INVESTIGATION, ORIGIN, AND CAUSE PROGRAM:

OBJECTIVE 2.9: Create performance indicators and benchmarks to evaluate the need for an internal fire investigation program.

CRITICAL TASK 2.9.1: Use records management system (RMS) data to obtain the number of fires requiring investigation annually, property and content loss per fire, and time of day/day of week of occurrence.

CRITICAL TASK 2.9.2: Establish benchmarks for investigations based on Snohomish County Fire Marshal Office investigation limits.

CRITICAL TASK 2.9.3: Determine staff time allocation needed for fire investigation based on response history data.

OBJECTIVE 2.10: Evaluate fire investigation training and education needs.

CRITICAL TASK 2.10.1: Determine available levels of fire investigation training and the job performance requirements of each level.

CRITICAL TASK 2.10.2: Assess performance gaps, if any, in fires qualifying for investigation by Snohomish County Fire Marshal's Office.

OBJECTIVE 2.11: Build relationships and trust with Snohomish County Fire Marshal's Office (SCFMO).

CRITICAL TASK 2.11.1: Ensure interlocal agreements for investigation services are up-to-date.

CRITICAL TASK 2.11.2: Establish lines of communication and regular meetings with SCFMO investigators.



PEOPLE AND CULTURE

GOAL 3: EXEMPLIFY OUR MISSION OF TAKING CARE OF PEOPLE PHYSICALLY, MENTALLY, AND EMOTIONALLY WHILE CREATING A ROBUST AND DIVERSE CULTURE.

GOAL 4: EMBODY AND CONVEY OUR DISTRICT'S NEW CORE VALUES FOCUSING ON ACCOUNTABILITY, INTEGRITY, AND RESPECT.



Taking care of people is essential to what we do. We take care of our own as well as those we serve. The people who make up Snohomish Regional Fire & Rescue are fundamental to who we are. Whether they are responders on the frontline, administrative staff, mechanics, logistics technicians, training staff, fire marshals, IT professionals, commissioners, public educators; we are committed to caring for our people and cherishing our culture.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 3.1: Build a diverse, adaptable, and skilled workforce to support the needs of our communities.

CRITICAL TASK 3.1.1: Institutionalize the use of the Incident Action Review debrief model to determine the physical, mental, and emotional needs of our responders.

CRITICAL TASK 3.1.2: Develop resources to support and enhance physical, mental, and emotional health.

CRITICAL TASK 3.1.3: Aid in the development of a firefighter recruitment strategy that provides for demographic diversity within our District's staff.

OBJECTIVE 3.2: Develop and foster resilient relationships between labor and management to amplify staff engagement and growth.

CRITICAL TASK 3.2.1: Create and deploy professional and personnel development programs to facilitate staff growth and well-being. These programs will focus on cultivating open and honest communication while soliciting input and valuing feedback.

CRITICAL TASK 3.2.2: Support the growth of staff and co-workers by developing new and adapting current coaching and mentorship programs.

CRITICAL TASK 3.2.3: Create staff and cultural development programs to facilitate a team-oriented approach that upholds the District's core values.

CRITICAL TASK 3.2.4: Develop and educate staff on policies that support a respectful working environment that values all opinions and perspectives.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 4.1: Earn the respect of our staff and community by exhibiting accountability for our actions and strive to learn from all experiences.

CRITICAL TASK 4.1.1: Utilize, create, and implement tools for soliciting feedback from our staff and community assessing agency performance versus expectations.

CRITICAL TASK 4.1.2: Encourage face-to-face communications whenever possible.

OBJECTIVE 4.2: Exercise District integrity by earning public trust and building community equity.

CRITICAL TASK 4.2.1: Publish a contemporary and inclusive code of ethics to be adopted by all district staff.

CRITICAL TASK 4.2.2: Detail a process to ensure transparency with our community by promoting district initiatives, resolutions, and plans through publicly accessible outlets.

CRITICAL TASK 4.2.3: Value and celebrate the diversity of our communities by creating innovative stakeholder engagement forums.

CRITICAL TASK 4.2.4: Develop and educate staff on policies that support a respectful working environment that values all opinions and perspectives.



BUSINESS PRACTICES

GOAL 5: OPERATE SUSTAINABLY AND RESPONSIBLY WHILE MAINTAINING TRANSPARENCY BY STRENGTHENING ESTABLISHED BUSINESS PRACTICES



Snohomish Regional Fire & Rescue is a responsible steward of public funding. We recognize that public trust is built on our ability to operate efficiently, plan for the future, and communicate effectively with our partners and our communities. We embrace the challenges and opportunities presented by financial limitations, growth, and evolving technology.



OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 5.1: Standardization of policies and procedures to ensure consistency throughout the District.

CRITICAL TASK 5.1.1: Adopt Lexipol as the District's policy and procedure content management system and create a process by which all policies and procedures will be created, reviewed, adopted, and implemented.

OBJECTIVE 5.2: Determine the most practical path to provide financially sustainable services.

CRITICAL TASK 5.2.1: Educate district staff on the newly implemented Proposed Project Impact Statement (PPIS) that helps to identify the financial effect of new initiatives and ensures a direct link to the mission of the District.

CRITICAL TASK 5.2.2: Educate District leaders on the use of financial forecasting models and how they are used for decision-making.

OBJECTIVE 5.3: Ensure District operations are fiscally responsible and sustainable.

CRITICAL TASK 5.3.1: Ensure that a process is in place to recommend a balanced budget supported by public funding.

CRITICAL TASK 5.3.2: Partner with the Washington State Auditor to ensure transparency and accountability of public funds.

OBJECTIVE 5.4: Enhance inventory tracking and control of agency assets.

CRITICAL TASK 5.4.1: Evaluate use of Operative IQ tracking system and implement necessary improvements based on its capabilities.

CRITICAL TASK 5.4.2: Streamline ordering, distribution, and storage of supplies by using just-in-time (JIT) ordering function of Operative IQ.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 5.5: Assess needs for growth and development to the benefit of the citizen in alignment with our Mission.

CRITICAL TASK 5.5.1: Institutionalize the PPIS to evaluate whether proposed projects are fiscally responsible, sustainable, and support the mission.

CRITICAL TASK 5.5.2: Develop strategies to assure projects are transparent and well-communicated.

OBJECTIVE 5.6: Develop and validate methods to measure District sustainability.

CRITICAL TASK 5.6.1: Support collaboration between divisions in response to growth and development and to support CFAI agency accreditation.

CRITICAL TASK 5.6.2: Foster a forward-thinking approach to ensure fiscal sustainability by employing the financial forecasting model to address strengths, weaknesses, opportunities and threats.

CRITICAL TASK 5.6.3: Develop effective policies and procedures to ensure practices are consistent with appropriate financial and accountability audit recommendations.

OBJECTIVE 5.7: Partner with the public affairs team to communicate decisions with transparency and care.

CRITICAL TASK 5.7.1: Develop informational materials for the District to communicate consistent information about business practices and initiatives.



FACILITIES AND EQUIPMENT

GOAL 6: PROVIDE AND MAINTAIN CONTEMPORARY FACILITIES AND EQUIPMENT FOR OUR WORKFORCE TO HELP ENABLE OUR MISSION OF SAVING LIVES, PROTECTING PROPERTY, SAFEGUARDING THE ENVIRONMENT, AND TAKING CARE OF PEOPLE.



Our facilities and equipment are essential to reliably perform at our peak efficiency. Without safe, functional, well-maintained facilities and equipment, our teams are unable to proficiently meet the needs of the communities we serve. Supporting and sustaining our infrastructure enables our workforce to focus on fulfilling their mission in a safe and effective manner. We are committed to evaluating our facilities and equipment to assure that our mission of taking care of people is possible.





OBJECTIVES AND CRITICAL TASKS

OBJECTIVE 6.1: Evaluate and adjust the comprehensive capital facility and equipment plan for our workforce to help enable our mission of saving lives, protecting property, safeguarding the environment, and taking care of people.

CRITICAL TASK 6.1.1: Support a comprehensive facility plan that evaluates safety, space, and functionality needs for ongoing maintenance, future construction, remodel, and maintenance projects.

CRITICAL TASK 6.1.2: Support a comprehensive apparatus replacement plan that evaluates current and future apparatus needs based on identified community risks and responder safety.

CRITICAL TASK 6.1.3: Support the logistics section as they integrate all assets of the District into Operative IQ, including replacement schedules.

OBJECTIVE 6.2: Increase transparency to clearly inform staff about future needs, plans, and goals set by the District.

CRITICAL TASK 6.2.1: Develop a notification system to inform staff about functional committee status including agendas, minutes, and recommendations.

OBJECTIVE 6.3: Research and develop processes that ensure end-user input in facilities, apparatus and equipment.

CRITICAL TASK 6.3.1: Institutionalize and develop the committee-based approach to ensure employee engagement in facilities, apparatus, and equipment research, design, evaluation, and implementation.



SRFR STRATEGIC PLANNING TEAM

Snohomish Regional Fire & Rescue's strategic planning process was disrupted by the COVID-19 pandemic. Safeguards implemented to protect the workforce from COVID-19 caused a mid-planning pause with operations while a sustainable virtual platform was implemented. As a result, the strategic planning team held one in-person meeting and then transitioned to a virtual meeting environment for the remainder of the strategic plan's development. The online format was successful, but also brought about its own unique challenges. During in-person meetings, free-flowing conversation occurs more easily than in online meeting forums. Furthermore, both team-members and the facilitator have difficulty reading the temperature of all participants. In spite of all of the limitations of online plan development, the strategic planning team remained resilient and flexible as the team worked its way through the obstacles presented. Snohomish Regional Fire & Rescue would like to recognize the internal stakeholders named below as they represented their functional groups in the development of this strategic plan.

RANDY FAY
FIRE COMMISSIONER

JEFF SCHAUB
FIRE COMMISSIONER

JIM STEINRUCK
FIRE COMMISSIONER

RANDY WOOLERY
FIRE COMMISSIONER

KEVIN O'BRIEN
FIRE CHIEF

MICHAEL MCCONNELL
IAFF UNION

SUMMER YOUNG
TEAMSTERS UNION

LEAH SCHOOF
BUSINESS ADMINISTRATOR

SCOTT DORSEY
DEPUTY CHIEF

RYAN LUNDQUIST
DEPUTY CHIEF

MIKE MESSER
DEPUTY CHIEF
ACCREDITATION MANAGER

RON RASMUSSEN
DEPUTY CHIEF

PAMELLA HOLTGEERTS
HUMAN RESOURCES
DIRECTOR

JOE BASTA
BATTALION CHIEF

BRIAN HYATT
BATTALION CHIEF

TROY SMITH
CAPTAIN

JAMAL BECKHAM
LIEUTENANT

STEVE KUHLMAN
LIEUTENANT

DAVID PETERSEN
DRIVER/OPERATOR

JARROD SPENCE
DRIVER/OPERATOR

CHRISTIAN WIGINGTON
PARAMEDIC

RAY SAYAH
FIREFIGHTER

LEROY SCHWARTZ III
FIREFIGHTER

HEATHER CHADWICK
PUBLIC INFORMATION
OFFICER

MINDY LEBER
ADMINISTRATIVE
SPECIALIST

MIKE FRYMIRE
LOGISTICS TECHNICIAN

HEATHER NIEMI
CONSULTANT
AGATHA CONSULTING



COMMUNITY ADVISORY TEAM

Snohomish Regional Fire & Rescue recruited a team of external stakeholders to provide community input and feedback on the proposed strategic plan. This group was limited to virtual meetings as a result of the pandemic social distancing restrictions. The group's feedback proved valuable as the strategic planning team sought to better understand the needs of the community and to assure that the District's mission, vision, values, goals, and objectives aligned with the expectation of our community members.

AMY BETH COOK
LAKE STEVENS
SCHOOL DISTRICT

DAN LORENTZEN
SNOHOMISH COUNTY
FIRE MARSHAL'S OFFICE

MAYOR BRETT GAILEY
CITY OF LAKE STEVENS

**MAYOR GEOFFREY
THOMAS**
CITY OF MONROE

**ADMINISTRATOR GENE
BRAZEL**
CITY OF LAKE STEVENS

CHIEF JOHN DYER
LAKE STEVENS POLICE
DEPARTMENT

**ADMINISTRATOR
DEBORAH KNIGHT**
CITY OF MONROE

CHIEF JEFF JOLLEY
MONROE POLICE
DEPARTMENT

**MAYOR BRIAN
HOLTZCLAW**
CITY OF MILL CREEK

**CITY MANAGER
MICHAEL CIARAVINO**
CITY OF MILL CREEK

CHIEF SCOTT EASTMAN
MILL CREEK POLICE
DEPARTMENT

SAM LOW
SNOHOMISH COUNTY
COUNCIL

JARED MEAD
SNOHOMISH COUNTY
COUNCIL

CAROLYN ESLICK
STATE REPRESENTATIVE

STEVE HOBBS
STATE SENATOR

SUE SKILLEN
MONROE CITIZEN

GARY O'RIELLY
LAKE STEVENS CITIZEN

PAM PRUITT
MILL CREEK CITIZEN

DICK KEENAN
CITIZEN AT-LARGE

ROBIN MCGEE
CITIZEN AT-LARGE

LESLIE JO WELLS
CITIZEN AT-LARGE

CHRISTY MILLER
CITIZEN AT-LARGE

MATT TABOR
LAKE STEVENS CHAMBER
OF COMMERCE

JANELLE DREWS
MONROE CHAMBER OF
COMMERCE



APPENDIX A: STRATEGIC PLAN IMPLEMENTATION TRACKING SHEET

The Strategic Plan Implementation Tracking Sheet can be found on the Z: Drive in the Accreditation Folder titled: 2021-2026 Strategic Plan Implementation Tracking Sheet.

Z:\Accreditation\Strategic Plan\2021-2026 Strategic Plan Implementation Tracking Sheet.xlsx

Snohomish Regional Fire & Rescue 2021-2026 Strategic Plan Implementation Tracker				
Program Area: Emergency Response				
Action Item	Description	Staff Assigned	Status	Comments:
Goal 1:	Provide the highest level of emergency response to the communities we serve.			
Objective 1.1:	Evaluate and address the impacts of growth within Snohomish Regional Fire and Rescue to better manage the current and future needs of the agency.			
Critical Task 1.1.1				
Critical Task 1.1.2				
Objective 1.2:	Provide realistic and relevant training to ensure our firefighters are prepared to meet the needs of our communities.			
Critical Task 1.2.1				
Critical Task 1.2.2				
Critical Task 1.2.3				
Objective 1.3:	Analyze emergency response performance compared to agency benchmarks and industry best practices.			
Critical Task 1.3.1				
Critical Task 1.3.2				
Critical Task 1.3.3				
Critical Task 1.3.4				
Objective 1.4:	Evaluate equipment and technology that will improve response capabilities.			
Critical Task 1.4.1				
Critical Task 1.4.2				
Critical Task 1.4.3				
Critical Task 1.4.4				



APPENDIX A: STRATEGIC PLAN IMPLEMENTATION TRACKING SHEET

Program Area: Fire & Life Safety				
Action Item	Description	Staff Assigned	Status	Comments:
Goal 2:	Engage and serve the community by providing proactive, strategic, and adaptive fire and life safety programs that prevent and mitigate risk.			
Objective 2.1:	Provide regionalized code enforcement services adapted to the municipalities we serve.			
Critical Task 2.1.1				
Critical Task 2.1.2				
Objective 2.2:	Create and implement measures to ensure a sustainable code enforcement program.			
Critical Task 2.2.1				
Critical Task 2.2.2				
Critical Task 2.2.3				
Critical Task 2.2.4				
Objective 2.3:	Adapt, assess, and administer current community education and outreach programs.			
Critical Task 2.3.1				
Critical Task 2.3.2				
Critical Task 2.3.3				
Critical Task 2.3.4				
Objective 2.4:	Analyze current data to develop strategic community outreach programs in order to reduce new identified risks in our jurisdiction.			
Critical Task 2.4.1				
Critical Task 2.4.2				
Objective 2.5:	Build and foster long-term working relationships with community, external organizations, businesses and agencies to further the agency's public education efforts to prevent and mitigate risks in our communities.			
Critical Task 2.5.1				
Critical Task 2.5.2				
Critical Task 2.5.3				
Critical Task 2.5.4				
Objective 2.6:	Strengthen long-term working relationships with the community, external organizations, businesses, and agencies to build community trust and resiliency.			
Critical Task 2.6.1				
Critical Task 2.6.2				
Critical Task 2.6.3				
Objective 2.7:	Adapt to evolving community communication needs through the use of technology, print media, and in-person venues.			
Critical Task 2.7.1				
Critical Task 2.7.2				
Critical Task 2.7.3				
Objective 2.8:	Develop a comprehensive plan to educate staff about the agency's key messaging, education programs, and personnel's role in community risk reduction.			
Critical Task 2.8.1				
Critical Task 2.8.2				
Critical Task 2.8.3				
Objective 2.9:	Create performance indicators and benchmarks to evaluate the need for an internal fire investigation program.			
Critical Task 2.9.1				
Critical Task 2.9.2				
Critical Task 2.9.3				
Objective 2.10:	Evaluate fire investigation training and education needs.			
Critical Task 2.10.1				
Critical Task 2.10.2				
Objective 2.11:	Build relationships and trust with Snohomish County Fire Marshal's Office (SCFMO).			
Critical Task 2.11.1				
Critical Task 2.11.2				



APPENDIX A: STRATEGIC PLAN IMPLEMENTATION TRACKING SHEET

Program Area: People and Culture				
Action Item	Description	Staff Assigned	Status	Comments:
Goal 3:	Exemplify our mission of taking care of people physically, mentally, and emotionally while creating a robust and diverse culture.			
Objective 3.1:	Build a diverse, adaptable, and skilled workforce to support the needs of our communities.			
Critical Task 3.1.1				
Critical Task 3.1.2				
Critical Task 3.1.3				
Objective 3.2:	Develop and foster resilient relationships between labor and management to amplify staff engagement and growth.			
Critical Task 3.2.1				
Critical Task 3.2.2				
Critical Task 3.2.3				
Critical Task 3.2.4				
Goal 4:	Embody and convey our agency's new core values focusing on accountability, integrity, and respect.			
Objective 4.1:	Earn the respect of our staff and community by exhibiting accountability for our actions and strive to learn from all experiences.			
Critical Task 4.1.1				
Objective 4.2:	Exercise agency integrity by earning public trust and building community equity.			
Critical Task 4.2.1				
Critical Task 4.2.2				
Critical Task 4.2.3				



APPENDIX A: STRATEGIC PLAN IMPLEMENTATION TRACKING SHEET

Program Area: Business Practices				
Action Item	Description	Staff Assigned	Status	Comments:
Goal 5:	Operate sustainably and responsibly while maintaining transparency by strengthening established business practices.			
Objective 5.1:	Standardization of policies and procedures to ensure consistency throughout the District.			
Critical Task 5.1.1				
Objective 5.2:	Determine the most practical path to provide financially sustainable services.			
Critical Task 5.2.1				
Critical Task 5.2.2				
Objective 5.3:	Ensure District operations are fiscally responsible and sustainable.			
Critical Task 5.3.1				
Critical Task 5.3.2				
Objective 5.4:	Enhance inventory tracking and control of agency assets.			
Critical Task 5.4.1				
Critical Task 5.4.2				
Objective 5.5:	Assess needs for growth and development to the benefit of the citizen in alignment with our Mission.			
Critical Task 5.5.1				
Critical Task 5.5.2				
Objective 5.6:	Develop and validate methods to measure agency sustainability.			
Critical Task 5.6.1				
Critical Task 5.6.2				
Critical Task 5.6.3				
Objective 5.7:	Partner with the public affairs team to communicate decisions with transparency and care.			
Critical Task 5.7.1				
Program Area: Facilities and Equipment				
Action Item	Description	Staff Assigned	Status	Comments:
Goal 6:	Provide and maintain contemporary facilities and equipment for our workforce to help enable our mission of saving lives, protecting property, safeguarding the environment, and taking care of people.			
Objective 6.1:	Evaluate and adjust the comprehensive capital facility and equipment plans in place.			
Critical Task 6.1.1				
Critical Task 6.1.2				
Critical Task 6.1.3				
Objective 6.2:	Increase transparency to clearly inform staff about future needs, plans, and goals set by the agency.			
Critical Task 6.2.1				
Objective 6.3:	Research and develop processes that ensure end-user input in facilities, apparatus and equipment.			
Critical Task 6.3.1				



APPENDIX B: SWOT ANALYSIS RESULTS

The Community Stakeholder team met virtually to discuss the strengths, weaknesses, opportunities, and threats as perceived by the community. Feedback was provided via survey responses in advance of the virtual meetings and were created through facilitated brainstorming. The aggregated responses were brought back to the strategic plan team to review and incorporate within the District's plan. The first task was to assure that the mission, vision, and values aligned with community stakeholder expectations. In addition, the community's perception from this appendix was incorporated into the goals and objectives section of the strategic plan. Connection with the community stakeholder group assures that the strategic plan aligns not only with internal stakeholders, but accurately reflects the citizens that we serve.

Strengths – areas to leverage:

- People/Staff – Leadership, Hiring, Training, Diversity
- Organizational Size – Fiscal efficiency, ability to support smaller communities
- Operational Performance – Response time, medical services
- Community Oriented – Perceived connection, partnerships
- Equipment Quality
- Communication & Community Education – Social media presence, CRP Program
- Culture – Continuous improvement, adaptive, progressive, planful, driven

Weaknesses – areas to invest:

- Future Funding – Anti-tax sentiment, contracted communities, levy communication and success
- Organizational Size – Losing touch with individual communities, cost control (bureaucracy instead of efficiency), supply & order management
- Technical Infrastructure – Delays in execution and adoption
- Culture – Merger phase in Storming/Norming/Conforming/Performing, difficult conversations, internal/external transparency
- Service Area – Geographic gap, deployment model & standards of cover
- Community Education – More focus on prevention & reaching diverse communities, CRP stabilization
- Employees – Retirement and turnover
- Capital Facilities
- Training – EMS



APPENDIX B: SWOT ANALYSIS RESULTS

Opportunities – areas to prioritize:

- Reach a Broader Community Demographic – Youth, immigrants, multi-lingual, expand reach
- Deployment of Resources as a Merged Organization
- Accreditation
- Future Expansion
- Employee – New opportunities for promotion & new hires
- Funding – Fire benefit charge
- Merger – More influence, clear priorities, single voice, chance to strengthen brand/rebrand

Threats – areas to mitigate:

- Funding – Anti-tax sentiment, reallocation of tax dollars, contracts, reliance of border communities to fill gaps when funding is cut
- Service Concentration – Rapid community growth
- Employees – Increased competition for talent, behavioral health support
- Community Needs – Increased mental health calls
- Environmental Impact – More fires
- Merger – Transparency and voices of individuals in larger organization can be lost, concurrency of need, getting stuck in storming/norming

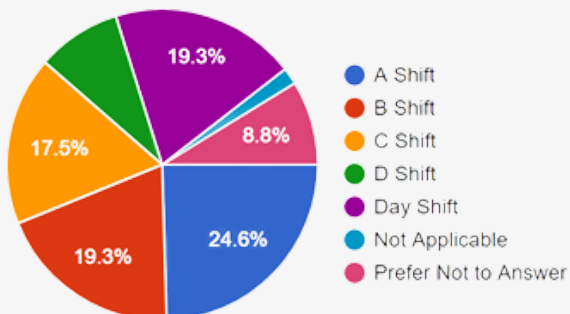


APPENDIX C: STRATEGIC PLANNING TEAM SURVEY RESULTS

THE STRATEGIC PLANNING TEAM ISSUED SURVEYS TO ALL SNOHOMISH REGIONAL FIRE & RESCUE STAFF FOR THE SWOT ANALYSIS AND THE MISSION, VISION, AND VALUES ASSESSMENT. THE CHART BELOW DETAILS DISTRICT STAFF PARTICIPATION BY RANK, POSITION, OR DIVISION.

RANK, POSITION, OR DIVISION	# RESPONSES	% GROUP	% TOTAL
FIREFIGHTER	33	48%	12%
PARAMEDIC	9	35%	3%
DRIVER / OPERATOR	14	44%	5%
LIEUTENANT / CAPTAIN / BATTALION CHIEF	28	46%	10%
DEPUTY CHIEF / ASSISTANT CHIEF / FIRE CHIEF	9	100%	3%
FIRE & LIFE SAFETY	6	86%	2%
LOGISTICS	4	100%	1%
TECHNICAL SERVICES	1	11%	0%
BUSINESS ADMINISTRATION	6	43%	2%
FIRE COMMISSIONER	1	11%	0%
PREFER NOT TO ANSWER	4		1%
TOTAL	115		41%

REPRESENTATION BY SHIFT



REPRESENTATION BY TENURE

