



STRATEGIC PLAN 2026-2030

SNOHOMISH REGIONAL
FIRE & RESCUE



TABLE OF CONTENTS

03	Message from the Fire Chief	15	Goal #1
04	Mission, Vision, and Values	17	Goal #2
05	Regionalization and Background	19	Goal #3
07	Accreditation	20	Goal #4
08	Organization Chart	21	Goal #5
09	Implementation Methodology	22	Conclusion and Acknowledgements
13	Goals Overview	23	Appendices

CONNECT WITH US



Headquarters:
163 Village Court
Monroe, WA 98272



360.794.7666



WWW.SRFR.ORG
INFO@SRFR.ORG



@SnoRegionalFire



@SnoRegionalFire



@SnoRegionalFire

MESSAGE FROM THE FIRE CHIEF

Snohomish Regional Fire & Rescue has a proud tradition of service to the communities we protect, and I am deeply honored to present this strategic plan as our roadmap for continued growth and excellence. As a CPSE-accredited agency, we hold ourselves to the highest professional standards because it is the right thing for our members, our partners, and our community.

This plan reflects months of thoughtful discussion, honest feedback, and collaborative work. It builds on our strengths while challenging us to address areas where we can improve. Guided by input from our members, our community, and our Board of Commissioners, this plan sets a clear and achievable course for the years ahead.

Our strength comes from being one team, united in purpose and driven by our shared commitment to service. Every person in this organization, in every division and role, contributes to our success. Whether serving on the front lines or behind the scenes, each member's dedication, expertise, and support are essential to fulfilling our mission.

Every day, our people demonstrate professionalism, skill, and compassion in service to others. They embrace the hard work, the training, and the sacrifices this profession demands, and they do so with humility, teamwork, and an unwavering commitment to protecting life, property, and the environment.

Over the past year, our administrative, support, and operational teams have made meaningful progress in strengthening systems, improving coordination, and building trust through consistent, professional service. This work, often done behind the scenes, has laid a strong foundation for our next chapter.

I am grateful for the trust and support of our community, and for the dedicated service of every SRFR staff member. With this plan, we affirm our commitment to continuous improvement, innovation, and serving with excellence.

Together, we will ensure that Snohomish Regional Fire & Rescue remains a trusted, capable, and forward-thinking organization, ready to meet the needs of today and prepared for the challenges of tomorrow.

Sincerely,

Brian Park, Fire Chief



Fire Chief

Brian Park

FireChief@SRFR.org





SNOHOMISH REGIONAL FIRE & RESCUE

MISSION

Driven to serve our community with a relentless pursuit of excellence.

VISION

We will lead through collaboration and innovation to create safer and stronger communities.

VALUES

SERVICE

- Provide timely, compassionate, and professional care to the community.
- Approach every interaction as an opportunity to build trust.
- Serve with humility, intention, and focus.
- Prioritize both internal and external customer service through response, support, and prevention.

TEAMWORK

- Collaborate across ranks, shifts, and divisions to achieve common goals.
- Utilize our individual strengths to create a unified and resilient team.
- Acknowledge that our diverse strengths and perspectives build a stronger team.
- Support the growth and development of all members.
- Partner with community and regional stakeholders to increase agency impact.

INTEGRITY

- Earn trust through humility, reliability, and doing what is right.
- Take accountability for our performance, behaviors, and outcomes.
- Communicate openly, honestly, prioritizing transparency.
- Unwavering adherence to the highest moral and ethical standards.

READINESS

- Support a healthy work-life balance to sustain high performance.
- Maintain physical, mental, and emotional well-being.
- Provide resources to support individual ownership of health and wellness.
- Recognize fitness as essential to safety, effectiveness, and service.
- Embrace innovative practices and a strong training culture.
- Deliver excellent service through a commitment to continuous learning and mastery of skills.

DRIVEN TO SERVE

REGIONALIZATION & 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.

Monroe Fire District 3:

Monroe Fire District 3 was a volunteer association beginning as early as 1902. In 1942, Snohomish County Fire District 3 was legally established (now formally MFD 3) by the voters. They served to the people of unincorporated Snohomish County as well as Monroe. Over time, the responsibility of fire protection for the City of Monroe was awarded back to MFD 3 through an inter-local agreement. The city officially reversed annexed into the district in 2006 which provided a more reliable funding source for fire protection across the city and unincorporated areas.



Lake Stevens Fire:

Originally formed around the popular tourist spot and former timber mill town that surrounds Snohomish Counties largest lake. In 1947, a vote was taken to establish Snohomish County fire District 8 which later changed names to Lake Stevens Fire in 2006. In 1950, LSF had 15 volunteers and purchased its first new fully equipped fire engine along with the property on Chapel Hill Road for a new station. In 1960, the city of Lake Stevens was incorporated with a population of 1500 people. That same year, construction of the fire station on Chapel Hill Road was complete. The 1970's saw the new purchase of the first ever aid car for SCFD 8 (LSF), property purchased in Machias for a future station and LSF moved out of the old Station 81 and moved into the current Station 81. Late 1980's had station 82 built on Chapel Hill Road and station 83 built on the property purchased in the Machias area. Specialized training began in the 1990's where technical rescue teams were being formed. A fire boat was later purchased and in 2008, Station 82 was remodeled to accommodate more admin and fire/ems personnel. On January 1 of 2020, LSF officially merged with SCFD 7.



Snohomish County Fire District 7:

Officially established in 1945 after several citizens pursued the idea of organizing a fire district to service their community. Initially, SCFD 7 operated out of one station located where Station 71 is today which serviced about 1400 people. As the area developed, the department grew by adding Station 72, 73 and 74. Up until 1971 the department was entirely volunteer. Late 70's and all through the 80's led to massive growth. The area had approximately 30,000 people and station 71 and 72 were upgraded to staff full time personnel. SCFD 7 had the first ALS paramedic service in Snohomish County. In 1983, the City of Mill Creek officially incorporated and the city decided to continue fire/ems protection from SCFD 7. Station 73 was upgraded and Station 76 was built in 1998 and Station 77 was then built in 1999. In October of 2016, MFD 3 decided to merge into SCFD 7. On January 1 of 2020, Lake Stevens officially merged into SCFD 7.



Snohomish Regional Fire & Rescue:

Snohomish Regional Fire & Rescue (SRFR) is a newly merged all-hazards incorporated fire district in Washington State serving the communities of Lake Stevens, 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 (SRFR) to better represent the fire district's area and communities served. SRFR is now an agency of 280 career firefighters working out of 10 stations (10 Engines, 1 Ladder, 5 Medic Units, 3 Aid units, 1 Medical Services Officer, 3 Battalion Chiefs, 3 Water Tenders, 1 Haz Mat unit, 1 Technical Rescue Unit, 2 Boats), 1 logistics center, and 1 administration building; serving an area of 135 square miles with a population of approximately 160,000 people.



ACCREDITATION

In 2023, Snohomish Regional Fire & Rescue (SRFR) was awarded first-time accreditation from the Commission on Fire Accreditation International (CFAI) by a unanimous vote. This milestone was a multiyear effort on behalf of SRFR that required the agency to take a deep dive into all aspects of service delivery and organizational management. To maintain our accreditation status, the agency is required to annually review and report on our programs and service delivery systems. This systematic evaluation is compiled in an annual compliance report (ACR). This report is reviewed by a representative of the Commission on Fire Accreditation International (CFAI). The review summary affirmed that SRFR has continued down the path toward continuous improvement.

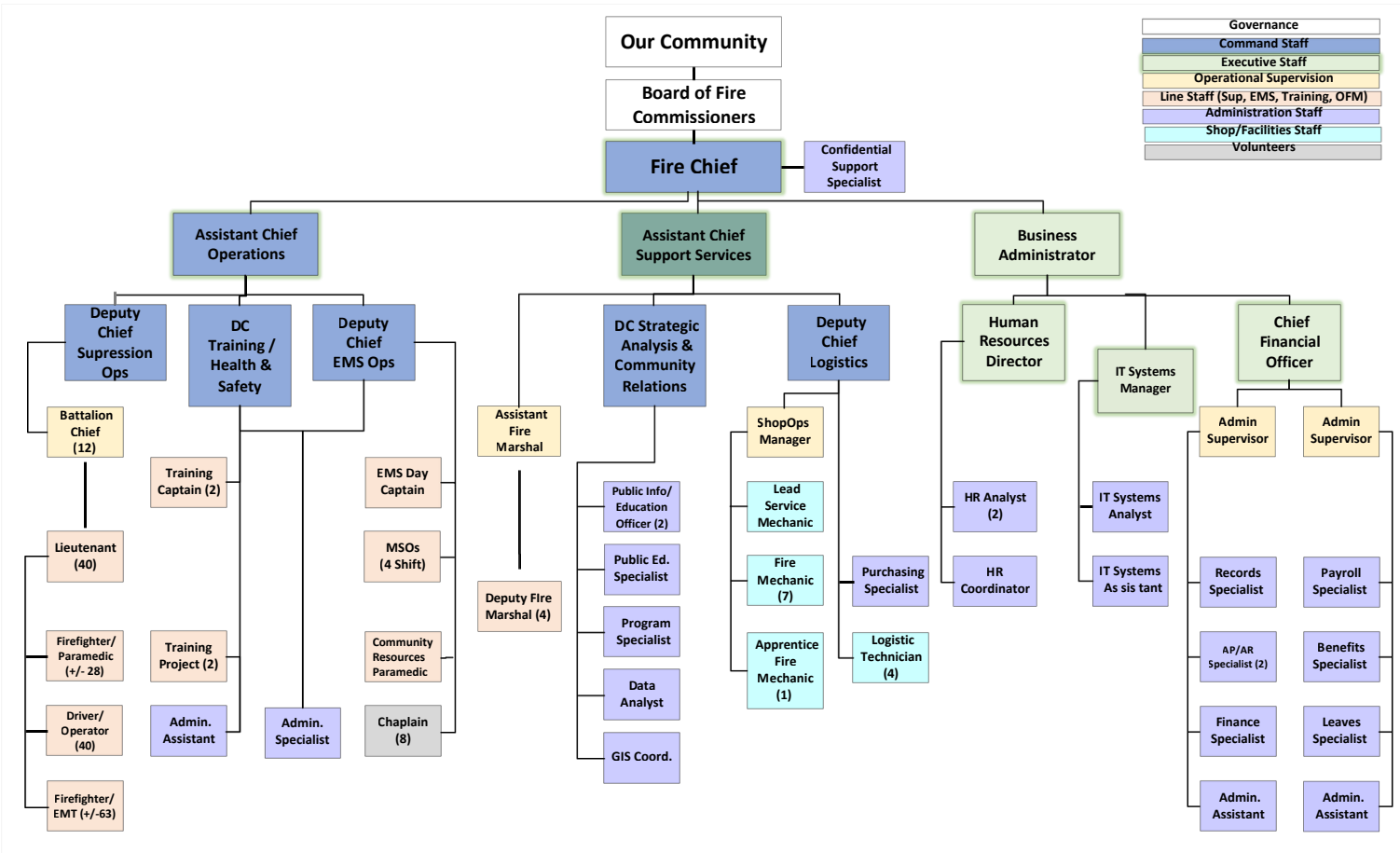
The CFAI Statement of Findings issued on March 7, 2024 stated, "The Snohomish Regional Fire & Rescue has demonstrated that it is following all stated standards and core competencies. The agency is in compliance with the most current edition of the Quality Improvement for the Fire and Emergency Services Manual. I recommend that the Commission on Fire Accreditation International accept the Snohomish Regional Fire & Rescue Annual Compliance Report, and that the agency retain accredited agency status."

The accreditation process does not stop once the agency is approved for accreditation. It requires a continuous focus on improvement in all areas of the organization.

As an accredited fire district, our focus is on community outcomes rather than just agency outputs. It has been proven that the communities served by accredited agencies have lower civilian injuries and deaths from fire, reduced fire property loss, improved WSRB protection class ratings, and lower insurance premiums paid by property owners.

"As an accredited fire district, our focus is on community outcomes rather than just agency outputs."





IMPLEMENTATION METHODOLOGY

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



ORGANIZATIONAL ALIGNMENT

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

The organizational track examines strategic, operational, and tactical/program planning. The people track focuses on individuals' values, practices, and behaviors. Both pathways come back together to measure results. However, for the strategic plan to be successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.



ROLE OF GOAL MANAGERS

The organization must assign each goal to a manager who is responsible for coordinating the goal(s) they are given. Once assigned, the goal managers must be clear on their roles and responsibilities, identify and assign inclusive and capable task teams for each of the objectives within the goal, identify funding needs in order to effectively and efficiently accomplish their assignments, maintain constant awareness of the status and progress of each task team under their charge, troubleshoot and help remove obstacles or barriers to the task teams as they perform their work, and regularly report on goal status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.



ROLE OF TASK/PROGRAM TEAMS

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

Once a work plan has been created, the task team chair should coordinate setting a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Each task team's significant actions and issues should be documented in order to provide status updates to the goal managers.





ROLE OF SRFR MEMBERS

Every Member of Snohomish Regional Fire & Rescue is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve them, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be on the lookout for opportunities that the various task teams may be able to take advantage of to achieve their objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities that may necessitate a shift in a specific approach, a strong organizational commitment to continuous improvement throughout the life of the plan is critical.

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



COMMUNICATION STRATEGIES AND MECHANISMS

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

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

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

Each task team can use the plan to track their work performance and provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the department. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the organization is used, the important takeaway is maintaining granular tracking at the task team level and the big picture across the District.





GOALS

GOALS

We have five overall goals for 2026–2030:

Goal 1: Strengthen our culture of trust and leadership

- We sustain our success through consistent, transparent leadership and shared accountability at every level of the organization.

Goal 2: Deliver exceptional service to our community

- Our community depends on compassionate, reliable service—whether through emergency response, prevention, education, or administrative support that makes those services possible.

Goal 3: Be a learning, growing organization

- We value training and continuous learning as the foundation of safety, confidence, and excellence for everyone at SRFR.

Goal 4: Support and care for our people

- We are strongest when our people are supported, valued, and equipped to thrive over long careers—whether on the frontline, in the office, or in the shop.

Goal 5: Be good stewards of resources

- Our community entrusts us with their tax dollars and equips us to maintain reliable facilities, apparatus, equipment, technology, and administrative systems that support exceptional service delivery.



GOAL 1 — STRENGTHEN OUR CULTURE OF TRUST & LEADERSHIP

We sustain our success through consistent, transparent leadership and shared accountability at every level of the organization.

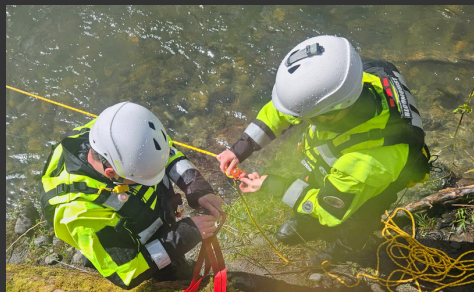
Objective 1.1 - Establish consistent communication systems

1.1.1 Establish and host quarterly “State of the Department” conversations with leadership and all employees.

1.1.2 Launch and maintain a monthly internal newsletter highlighting accomplishments, updates, and lessons learned across all divisions.

1.1.3 Enhance and formalize existing feedback frameworks where leadership regularly collects, reviews, and reports on employee input, ensuring meaningful action and timely communication.

1.1.4 Implement a consistent meeting cadence with union leadership to discuss workforce impacts, operational considerations, and upcoming initiatives, with documented outcomes and follow-up communication as appropriate.



GOAL 1 – STRENGTHEN OUR CULTURE OF TRUST & LEADERSHIP

Objective 1.2 – Build pathways for leadership growth

1.2.1 Build, publish, and biennially review a structured leadership pathway for employees at all levels, including sworn and administrative staff.

1.2.2 Implement annual leadership training that strengthens communication and coaching skills, while promoting team alignment and performance.

1.2.3 Establish an ongoing mentorship program, pairing emerging leaders with internal and external resources for guidance, support, and accountability

Objective 1.3 – Enhance team clarity, cohesion, and performance

1.3.1 Clarify, document, and communicate the roles, purpose, membership, and decision-making authority of teams within the agency to ensure shared understanding and accountability.

1.3.2 Support recognized teams in the development and documentation of clear norms for collaboration, communication, and mutual accountability that promote trust and constructive dialogue, which are reviewed and updated annually.

1.3.3 Incorporate team performance reflection and goal review into the annual strategic planning cycle to ensure continuous improvement and alignment with department priorities.

1.3.4 Implement a cross-divisional communication framework that enhances collaboration and cohesion, measured by participation, feedback, and documented coordination improvements.



GOAL 2 — DELIVER EXCEPTIONAL SERVICE TO OUR COMMUNITY

Our community depends on compassionate, reliable service—whether through emergency response, prevention, education, or administrative support that makes those services possible.

Objective 2.1 – Keep the Standards of Cover dynamic and data-driven

- 2.1.1** Establish an annual Standards of Cover review cycle with input from all divisions.
- 2.1.2** Track and report turnout times, total response times, unit workload, and system reliability each quarter.
- 2.1.3** Host annual stakeholder briefings that explain system design, share performance data, and outline planned improvements.



Objective 2.2 – Strengthen and expand community risk reduction programs

- 2.2.1** Publish annual updates to the community risk assessment to guide CRR priorities, identify emerging trends, and measure impact.
- 2.2.2** Strengthen partnerships to expand prevention and safety outreach in schools, senior centers, and other at-risk populations.
- 2.2.3** Create a consistent process for capturing and sharing prevention outcomes and success stories across the organization and community.



GOAL 2 — DELIVER EXCEPTIONAL SERVICE TO OUR COMMUNITY

Objective 2.3 – Maintain and improve program performance

- 2.3.1** Conduct an annual review of EMS, fire suppression, prevention, training, specialty, and administrative programs to evaluate effectiveness and identify improvement opportunities.
- 2.3.2** Integrate program-specific performance metrics and quality improvement data into annual program appraisals.
- 2.3.3** Establish consistent feedback channels to share program outcomes and lessons learned with all employees.

Objective 2.4 – Strengthen community resilience and disaster preparedness

- 2.4.1** Establish and maintain functional partnerships with local, county, and regional emergency management and disaster support organizations.
- 2.4.2** Collaborate in regional training, exercises, and readiness initiatives to enhance coordination and response capacity.
- 2.4.3** Advance all-hazards preparedness programs addressing both human-caused and natural disasters, with targeted focus on WUI (Wildland Urban Interface) wildfire prevention.
- 2.4.4** Coordinate public education campaigns that promote disaster readiness and strengthen community resilience.



GOAL 3 — BE A LEARNING, GROWING ORGANIZATION

We value training and continuous learning as the foundation of safety, confidence, and excellence for everyone at SRFR.

Objective 3.1 – Institutionalize training and competency systems

3.1.1 Maintain an annual training calendar aligned with professional standards and organizational priorities for all job categories.

3.1.2 Implement a system to track, analyze, and report certification and continuing education completion for all staff.

3.1.3 Publish quarterly training completion summaries, including both internal and external coursework.

3.1.4 Conduct an annual training needs assessment with input from all divisions to identify emerging skills and development opportunities.

Objective 3.2 – Strengthen systems for organizational and individual learning

3.2.1 Formalize an after-action review (AAR) process for significant incidents, events, and projects.

3.2.2 Publish a quarterly “lessons learned” bulletin to share operational and organizational insights across all divisions.

3.2.3 Integrate AAR findings and best practices into training, planning, and continuous improvement efforts.

3.2.4 Implement an annual employee performance and development review process that supports individualized growth and career progression.



GOAL 4 — SUPPORT AND CARE FOR OUR PEOPLE

We are strongest when our people are supported, valued, and equipped to thrive over long careers—whether on the frontline, in the office, or in the shop.

Objective 4.1 – Strengthen systems for health, wellness, and resilience

4.1.1 Establish an annual wellness assessment program that measures participation, evaluates outcomes, and informs ongoing program development for all employees.

4.1.2 Expand peer support and resiliency resources for all staff by increasing access to culturally competent mental health professionals and wellness partners.

4.1.3 Develop and deliver training that enhances employee resilience through risk management, exposure reduction, and personal wellness practices.



Objective 4.2 – Build sustainable systems to attract, develop, and retain talent

4.2.1 Implement targeted recruitment strategies that reflect community diversity and support all job categories.

4.2.2 Conduct annual workforce modeling to forecast future staffing needs, guide hiring decisions, and promote long-term stability.

4.2.3 Institutionalize a succession planning framework that supports career development and leadership continuity across all divisions.



GOAL 5 – BE GOOD STEWARDS OF RESOURCES

Our community entrusts us with their tax dollars and equips us to maintain reliable facilities, apparatus, equipment, technology, and administrative systems that support exceptional service delivery.

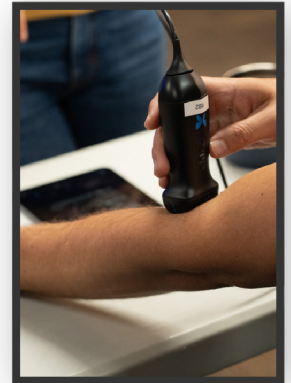
Objective 5.1 – Establish a sustainable funding philosophy and financial systems

5.1.1 Define, adopt, and regularly review a sustainable funding philosophy that aligns revenues, expenditures, and community expectations.

5.1.2 Publish an annual budget report that links funding decisions to strategic goals and measurable outcomes.

5.1.3 Maintain a 10-year financial forecast that is reviewed and updated annually to support long-range planning.

5.1.4 Implement a process to track grants and actively pursue external funding opportunities.



Objective 5.2 – Ensure facilities, equipment, and technology are reliable, secure, and future-ready

5.2.1 Develop and maintain a facility condition assessment tool that evaluates all agency properties, projects life-cycle needs, and informs the capital improvement plan.

5.2.2 Maintain an integrated system to evaluate the health and readiness of apparatus, equipment, and technology, supporting informed replacement scheduling.

5.2.3 Implement a reporting dashboard that tracks downtime and maintenance costs for fleet, facilities, and IT systems.

5.2.4 Leverage and optimize existing technology systems to enhance efficiency, safety, and service delivery.

5.2.5 Strengthen and modernize SRFR's technology by intentionally exploring, piloting, and implementing solutions that enhance operational effectiveness, strengthen disaster preparedness, and protect the health and safety of personnel.

5.2.6 Perform a comprehensive security assessment to identify vulnerabilities in information security, physical facilities, and technology systems, and develop and implement system improvements to meet identified needs.

CONCLUSION

This strategic plan serves as a comprehensive blueprint for Snohomish Regional Fire & Rescue's future endeavors. By delineating clear goals, objectives, and tasks, we aim to streamline operations, enhance service delivery, and adapt proactively to emerging challenges.

Responsibilities are distributed among team members, ensuring accountability and collaboration throughout the implementation process. Each member's contribution is vital to the plan's success, and ongoing communication and feedback mechanisms will facilitate continuous improvement.

The benefits of this strategic plan are manifold. It provides a framework for informed decision-making, fosters alignment of resources with organizational priorities, and encourages a culture of innovation and adaptability. Moreover, by proactively addressing potential obstacles, we can mitigate risks and seize opportunities for growth and improvement.

This strategic plan empowers Snohomish Regional Fire & Rescue to fulfill its mission of a relentless pursuit of excellence while remaining responsive to the evolving needs of our community. With dedication, perseverance, and a shared commitment to service, we are poised to achieve our collective vision for a safer and more resilient future.

ACKNOWLEDGEMENTS

Joe Basta | Battalion Chief
Brittany Bazinet | Leave Specialist
Paul Charbeneau | IT Manager
Sean Dahl | Deputy Fire Marshal
James Hammeren | Battalion Chief
David Hanson | Driver Operator
Pamella Holtgeerts | HR Director
Brandon Huber | Firefighter
Vriti Jain | Data Analyst
Mel Jenkins | Administrative Supervisor
Kaitlin King | PEIO
Daniel Kindig | Shop Mechanic
Michael McConnell | Deputy Chief
Randy Mickels | Lieutenant
Shane Nelson | MSO

**Emergency Services Consulting
International**
Chris Armstrong | Project Manager
Jeffrey Grote | Associate Consultant
Turan Koroglu |
Industrial/Organizational Psychology
Jo-Ann Lorber | Associate Consultant
Shauna Maurell | Branding &
Document Support

Kris Olsen | Firefighter
Brian Park | Fire Chief
Tracy Rider | Firefighter
Justin Swift | Logistic Technician
Penny Coyne | Community Member
Kim Daughtry | Lake Stevens City Council
Jody Dennett | Community Member
Rick Edwards | Commissioner SRFR
Troy Elmore | Commissioner SRFR
Michael Ervick | CERT Team
Randy Fay | Commissioner SRFR
Kyle Fisher | Monroe City Council
Heather Fulcher | Monroe City Council
Phil Griswold | Community Member
Amy Lewandowski | Community Member



APPENDICES

APPENDIX A: ENVIRONMENTAL SCAN

External Stakeholder Feedback

On June 25, 2025, ESCI facilitated a community stakeholder feedback session at Station 31's Training Room. Invitations were sent to thirty (30) community members/businesses. The twenty-six (26) representatives in attendance included:

Paul Charbeneau | IT SRFR

Penny Coyne | Community Member

Kim Daughtry | Lake Stevens City Council

Jody Dennett | Community Member

Rick Edwards | Commissioner SRFR

Troy Elmore | Commissioner SRFR

Michael Ervick | CERT Team

Randy Fay | Commissioner SRFR

Kyle Fisher | Monroe City Council

Heather Fulcher | Monroe City Council

Phil Griswold | Community Member

Vriti Jain | Data Analyst SRFR

Kaitlin King | Public Education & Information Officer
SRFR

Amy Lewandowski | Community Member

Ryan Lundquist | Assistant Chief SRFR

Michael McConnell | Deputy Chief SRFR

Mike Messer | Assistant Chief SRFR

Brian Mills | Commissioner SCFD4

Peter Mongillo | Public Education & Information Officer
SRFR

Gary O'Rielly | Community Member

Brian Park | Fire Chief SRFR

Kippy Powers | Administrative Specialist SRFR

Elsa Sexton | GIS Coordinator SRFR

Jim Steinruck | Commissioner SRFR

Kristi Szilak | Exec Assistant SRFR

Colby Titland | Deputy Chief SRFR

Jim Torpin | Community Member

Roy Waugh | Commissioner SRFR

As part of the discussions, ESCI asked the attendees to help define "good service" in the context of what a fire department should provide to its community. The group identified the following assets provided by Snohomish Regional Fire & Rescue:

- Customer service
- Response times
- Community engagement
- Mission focused
- Take care of employees
- Safety education
- Reputation
- All-hazards response
- Visibility
- Database (transparency)
- Save lives
- Fire Suppression
- Integrity
- Training

After defining good service, the group worked together to define the community's expectations of Snohomish Regional Fire & Rescue from the group's perspective. These expectations included:

- Service delivery
- Cost-efficiency
- Professionalism
- Excellence
- Value – economy of scale and scope
- Competency
- Compassion
- Transparency
- Accountability
- Relocation of fire stations if needed

After defining what Snohomish Regional Fire & Rescue does well and what the community expects, Snohomish Regional Fire & Rescue asked the community to help determine priorities for the next 3–5 years. Answers included:

- Mergers
- Collaborative regional partnerships
- Future deployment – station locations
- Funding
- Greater efficiency
- Resiliency
- Succession planning
- Physical/Mental health & wellness
- Disaster readiness & response
- Staffing for SRFR
- Employee development

Internal Stakeholder Feedback

Snohomish Regional Fire & Rescue (SRFR) partnered with Emergency Services Consulting International (ESCI) to conduct a climate survey. ESCI, the consulting firm of the International Association of Fire Chiefs, worked closely with SRFR stakeholders to create and deploy a member survey that helped shape priorities for continued organizational growth and alignment.

On June 2, 2025, SRFR deployed the ESCI survey to its members. The survey remained open to responses until 5:00 pm on June 16, 2025. One hundred and sixteen (116) members participated in the study, representing 43% of SRFR's personnel.

Survey participation comprised mostly uniformed staff, representing 70% of respondents. Additionally, 26% were civilian, and the remaining 5% selected “other”. The largest group of respondents were those who had been with the District for 0–5 years, representing 38% of the participants. Additionally, 15% reported being with the District for 6–10 years, 32% for 11–25 years, and 16% for more than 25 years.

APPENDIX B: GOOD, BETTER, DIFFERENT

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

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

BETTER | Yellow Sticky Notes: Write three things that SRFR can improve upon.

DIFFERENT | Red Sticky Notes: Write three things SRFR should realign.

DIFFERENT | Green Sticky Notes: Write three things SRFR should start doing.

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

GOOD | What to Continue (Blue Notes)

- Maintain a strong commitment to community service and emergency response.
- Continue prioritizing training, certifications, and skill development.
- Preserve teamwork and peer support across crews and shifts.
- Keep investing in health, safety, and wellness initiatives.
- Uphold high professional standards and pride in the department.

DIFFERENT | Shifts in How We Operate (Red Notes)

- Streamline decision pathways to improve clarity.
- Establish predictable communication channels.
- Apply consistent, merit-based processes.
- Institutionalize proactive, data-informed planning.

BETTER | What to Improve (Yellow Notes)

- Strengthen communication and transparency between leadership and staff.
- Improve staffing levels and workload balance to reduce burnout.
- Enhance training opportunities, consistency, and access across ranks.
- Update and maintain equipment, facilities, and technology.
- Increase recognition of employee contributions and ideas.

DIFFERENT | New Initiatives (Green Notes)

- Foster more open, respectful dialogue between senior leadership and staff.
- Create structured leadership development and mentorship programs.
- Implement clear, consistent processes for promotions and career advancement.
- Expand community engagement and prevention programs.
- Develop stronger wellness and resiliency resources, including mental health support.

APPENDIX C: INTERNAL SURVEY

Snohomish Regional Fire & Rescue (SRFR) partnered with Emergency Services Consulting International (ESCI) to conduct a climate survey. ESCI, the consulting firm of the International Association of Fire Chiefs, worked closely with SRFR stakeholders to create and deploy a member survey that informed the development of the strategic plan.

On June 2, 2025, SRFR deployed the ESCI member survey to its members. The survey remained open to responses until 5:00 pm on June 16, 2025. One hundred and sixteen (116) members participated in the study, representing 43% of SRFR’s personnel.

Survey participation comprised mostly uniformed staff, representing 70% of respondents. Additionally, 26% were civilian, and the remaining 5% selected “other”. The largest group of respondents were those who had been with the District for 0-5 years, representing 38% of the participants. Additionally, 15% reported being with the District for 6-10 years, 32% for 11-25 years, and 16% for more than 25 years.

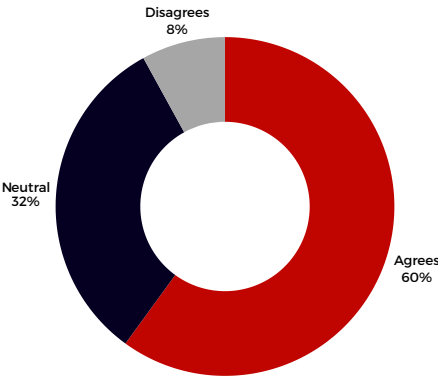
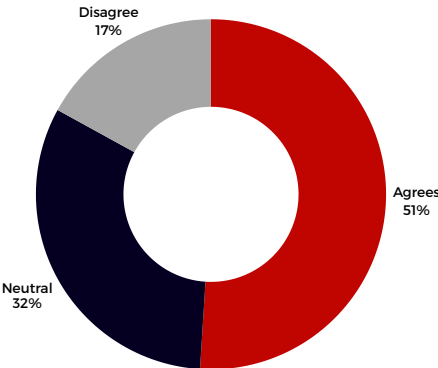
The following summarizes the survey results and common themes identified through an analysis of the overall results and free-text responses.

Note: The data were calculated using software that employs infinite decimals, but the numbers below are rounded to whole numbers. As a result, the percentages may not add up to a perfect 100% in some cases (e.g., 99% or 101%).

HEALTH, SAFETY, & WELLNESS

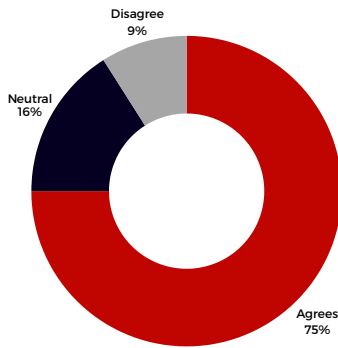
Mental Health Support

SRFR members (60%) believe that the District provides them with useful mental health support and resources. However, 32% report a neutral stance on the matter, and 8% maintain opposing views.



Emotional Health Support

Over half of SRFR members (51%) agree with the statement “The District supports my emotional health and mental well-being.” Meanwhile, 32% of respondents remain neutral, and 17% disagree with the statement.

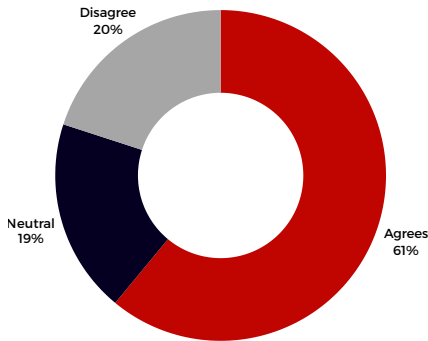
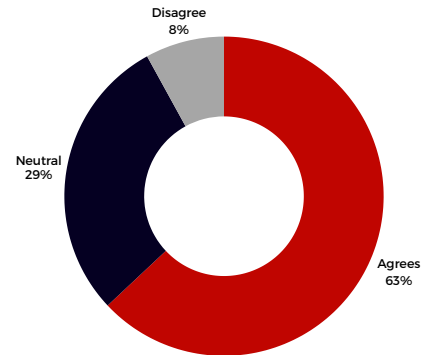


Physical Health & Wellness

Three-quarters of SRFR members (75%) agree with the statement, “The District supports me with useful physical health and wellness resources.” Additionally, 16% report a neutral stance on the matter, and 9% disagree with the statement.

Physical Fitness

SRFR members (63%) agree with the statement, “Employees have an adequate level of physical fitness in order to perform their job.” Conversely, 29% report a neutral stance on the matter, and 8% disagree with the statement.



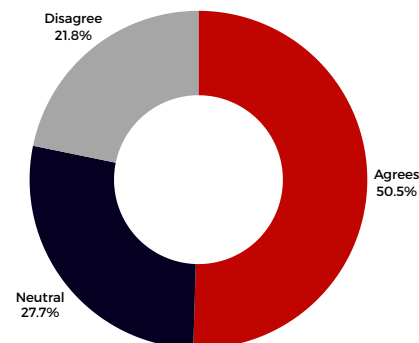
Overall, Health

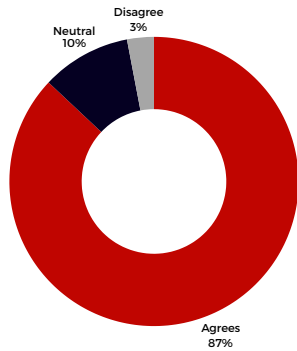
SRFR members agree that the culture among District employees is generally healthy, with 61% agreeing or strongly agreeing. Additionally, 19% remain neutral, and 20% disagree or strongly disagree.

TRUST WITHIN THE DISTRICT

Trust in Leadership

Just over half of SRFR members believe that the District’s leadership makes sound decisions to guarantee the safety of members, with 51% expressing either agreement or strong agreement. Meanwhile, 28% report a neutral stance, and only 22% of the members report opposing views.



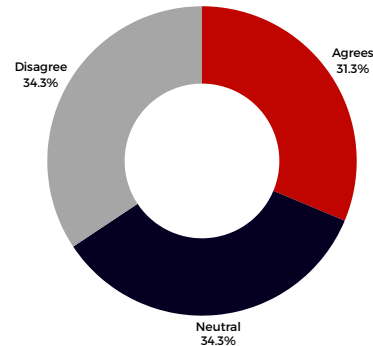


Trust in the Members

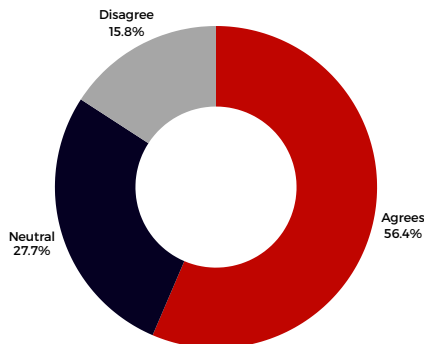
Eighty-seven percent (87%) of members agree or strongly agree that the District trusts them to fulfill their assigned duties. Conversely, 10% are neutral, while only 3% disagree.

Trust in the District

SRFR members marginally (34%) disagree or strongly disagree with the statement "I trust the District to do the right thing for my coworkers and me." However, those who are neutral on the matter are equal at 34%, while those who agree with the statement are just a small amount less at 31%.



ORGANIZATIONAL CULTURE

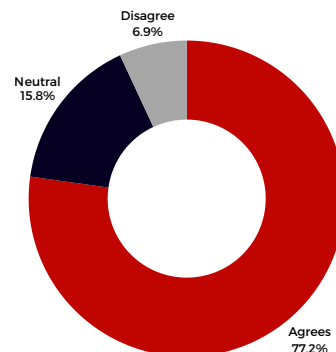


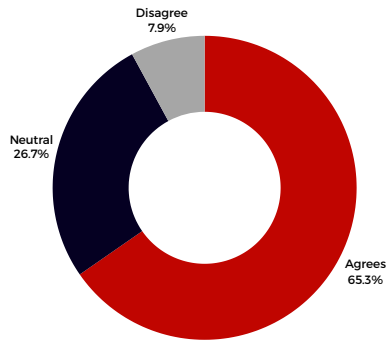
Personal Attitudes

SRFR members (78%) strongly agree with the statement, "I am able to maintain a positive attitude while at work, and I enjoy my job." Only 16% of the respondents maintain neutrality, and the remaining respondents (7%) disagree or strongly disagree.

Healthy Culture

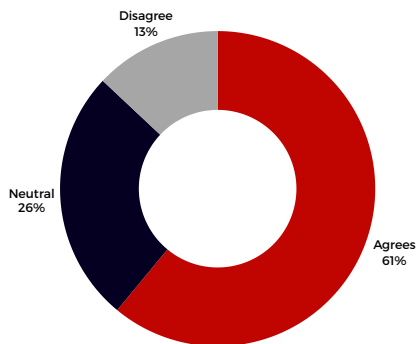
The majority of SRFR members (57%) believe that the District supports their health as a whole and that they feel supported as a whole person. However, 28% report a neutral stance, and 16% disagree.





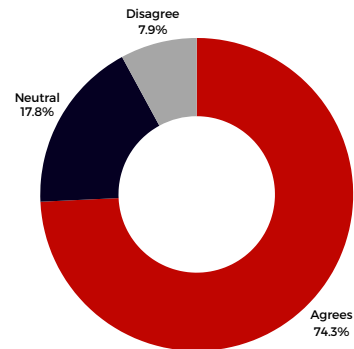
Ability to Influence Attitudes

Seventy-five percent (75%) of the participants agree with the statement, “I can influence my coworkers’ attitudes and improve the culture.” In contrast, 18% remain neutral on the subject, while only 8% of the respondents hold differing views.



Coworkers’ Attitudes

Two-thirds of the respondents (66%) believe that their coworkers generally maintain a positive attitude while at work and enjoy their jobs, while 27% were neutral, and 8% disagree.



Supportive Environment

The majority of SRFR members (61%) agree that the District fosters a proactive and supportive environment where all personnel are encouraged to speak up and take action to ensure safety. Conversely, over a quarter (26%) remain neutral and 13% disagree on the matter.

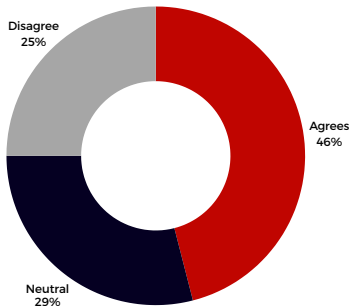
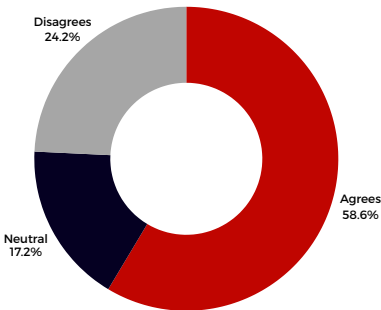
Common Theme(s):

A common theme based on free-text responses centers around SRFR’s commitment to its people and the culture it fosters. Many respondents express that they feel valued and supported. For example, “They allow me to do my job without micromanaging me,” and “I feel we take care of our people well for the most part,” are direct reflections of a trusting and empowering environment. Others appreciate the “family feeling environment” and a culture where “all members take care of one another and their growth.” Participants recognized the organization for “making employees feel empowered and valued,” and “supporting the people that make the mission possible at all levels and divisions.” Additionally, the leadership’s efforts to engage with staff at multiple levels through platforms like the CLT and leadership meetings (e.g., “I appreciate the CLT and being able to join via computer for the Leadership Meetings”) underscores the commitment to transparent communication and connection.

FEELINGS OF VALUE

Member Value

The majority of respondents (58%) agree or strongly agree with the statement, "The District values me as an employee." However, 17% are neutral, and 24% disagree or strongly disagree.



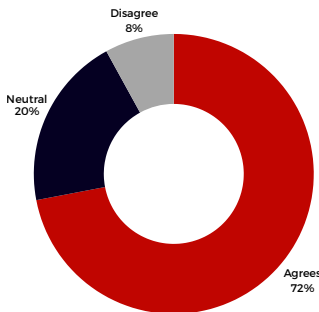
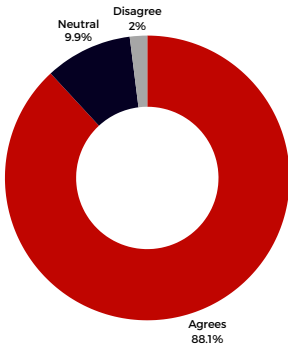
Input on Important Issues

SRFR members (46%) exhibit marginal agreement with the statement, "The District values my input on important issues." Approximately 25% disagree or strongly disagree, and 29% are neutral.

PERSONNEL DEVELOPMENT

Training Effectiveness

Respondents are notably confident in the sufficiency of their training to carry out their duties effectively, with 89% of them indicating agreement or strong agreement. Moreover, 10% of respondents maintain a neutral stance on the matter, while 2% express disagreement.



Professional Growth

The prevailing sentiment among SRFR members is that there are ample professional growth opportunities within the District, with 72% agreeing. Additionally, approximately 20% report a neutral stance, while 8% disagree or strongly disagree with the statement.

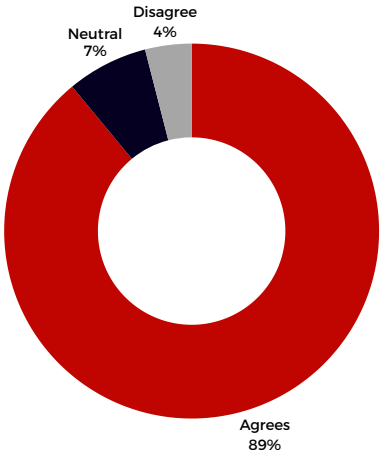
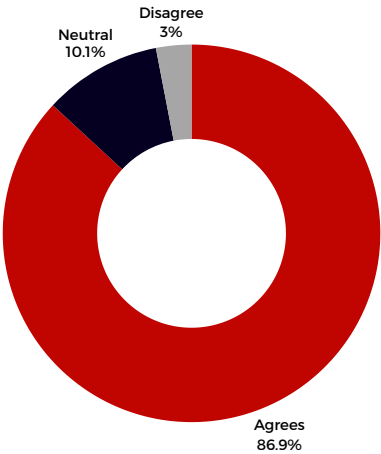
Common Themes:

A dominant theme across free-text responses is SRFR’s strong commitment to training and education. Employees repeatedly cite access to high-quality, varied, and frequent training as a key strength. For instance, one response states, “Access to training is phenomenal,” while another affirms, “We train to the highest level, and training should always be the priority from EMS to Fire.” This dedication spans across different areas of expertise, with another member noting, “Prioritizes quality service with strong training in Fire, EMS, Tech Rescue, HazMat, and Water Rescue.” Several responses also appreciate the opportunity for external development, such as “SRFR does really well with training and allowing FFs to seek training outside of our department,” and “We do a good job providing opportunity for employees to attend trainings and conferences.” The emphasis on training not only enhances technical skills but also supports career growth, reflected in statements like “Support development/opportunities for employees. Encouragement for growth & training is a priority.”

WORK ENVIRONMENT

Workplace Safety

SRFR members report strong feelings of safety in their workplace, as 86% of respondents agree or strongly agree with the statement “I feel safe in my workplace.” Conversely, 10% remain neutral while only 3% disagree with the statement

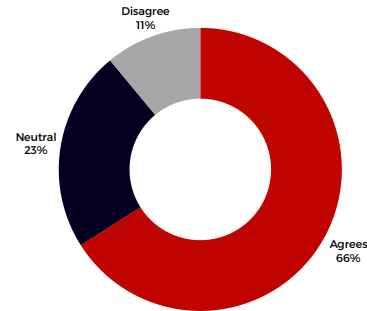


Equipment & Tools

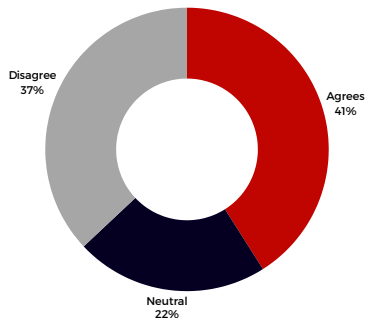
A majority of SRFR members (89%) strongly report that they have adequate tools to perform their jobs effectively. Meanwhile, only 4% disagree and 7% remain neutral on the matter.

Apparatus & Vehicles

SRFR members (66%) agree that the apparatus or vehicles they operate and/or ride in are safe and well-maintained. Additionally, 23% of respondents maintain a neutral stance on the matter, and 11% disagree or strongly disagree.



COMMUNICATION

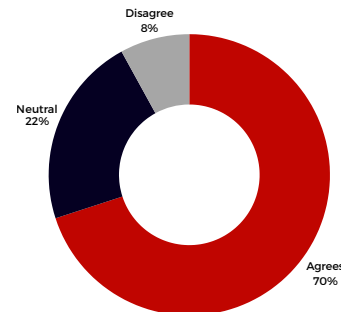


Receiving Information

SRFR members marginally (41%) agree that they receive timely and accurate information regarding the District's direction. However, 22% maintain a neutral stance, and 37% disagree.

Access to Information

The majority (70%) of respondents report agreement or strong agreement with the statement, "I have access to the right amount of information to do my job." Meanwhile, 22% maintain a neutral stance, and only 8% disagree with the statement.



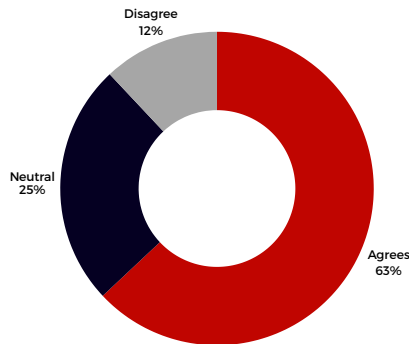
Common Themes:

Based on the free-text responses, members feel increasingly disconnected from decision-making, with several referencing fragmented or one-way communication. Complaints include "Fragmented communication. We get vague responses to questions which doesn't give the entire 'why,'" and "working in silos, senior staff is very disconnected from the reality of the department." One respondent directly states, "If the department is asking for opinions from the line, they should listen to them." Others urge the organization to stop "belittling employee roles and hard work," and to stop "coddling mediocrity." There is a sentiment that initiatives and feedback loops exist in name only: "Saying our culture is all inclusive" is seen as contradictory to the actual experience of exclusion from major decisions. Furthermore, respondents request that the organization "Quit letting all the specialty admin people add things for us to do," indicating that well-meaning administrative efforts may be increasing operational burdens unnecessarily.

RECRUITMENT AND RETENTION

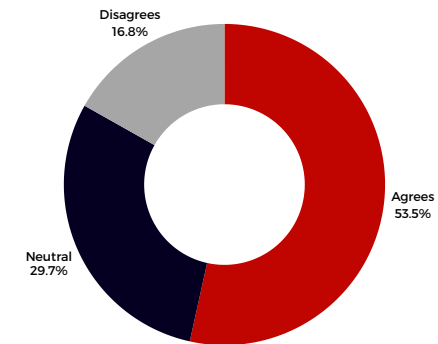
Recruitment

Just over half (54%) of the respondents agree with the statement, "The District recruits quality people to fill open positions." However, 30% remain neutral, whereas 17% disagree or strongly disagree with the statement.



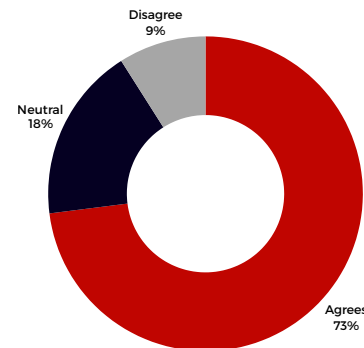
Organizational Sustainability

SRFR members (73%) have confidence in the District's stability and their ability to build a future within it. Conversely, 18% are neutral on the matter, while 9% disagree or strongly disagree.



Retention

Members agree (63%) with the statement "The District retains quality personnel to maintain the mission." Additionally, 12% of respondents disagree with the statement, and 25% remain neutral.



Common Themes:

Though the survey results are on the positive side, the free-text responses suggest that there is frustration with administrative decisions that are perceived to interfere with frontline operations or lower professional standards. Several respondents call for halting the hiring of underqualified personnel: "Hiring warm bodies instead of capable people," and "Hiring entry-level individuals with no prior experience just to fill a position." Others criticize the leniency of probationary standards, such as "Giving recruits 4 chances to pass an evaluation," and "Recycling recruits except for injury, cut the number of attempts for probationary evaluations."

