

# South Pierce Fire & Rescue

Washington



## STRATEGIC PLAN A RECOMMITMENT

April 2023

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## INTRODUCTION & ACKNOWLEDGMENTS

Emergency Services Consulting International (ESCI) was contracted by South Pierce Fire & Rescue (SPFR or the District) back in 2019 to facilitate and construct a Strategic Plan. A Strategic Plan is short term (typically five years) and is often referred to as an organizational work plan. It addressed issues facing our organization and focused the agency and its members on the essential activities that must occur in order to solve or correct them efficiently.

An external citizen forum and an internal stakeholder assessment were conducted and identified structural, cultural, and other potential obstacles that may impede progress on the plan and in improving the District as a whole.

Following a discussion to evaluate the status of our strategic plan and re-evaluate if what we had 4 years ago still applies, a strategic plan small group was assembled to review the strategic plan at its current status, identify and prioritize necessary work, and developed the re-commitment Strategic Plan portion of this report. The Strategic Plan was evaluated, committees were created as necessary, committees were staffed with members of the organization, and the membership got started on moving towards achieving re-evaluated goals and objectives.



When the Strategic Plan was compiled, it contained three strategic initiatives, 16 separate goals, and 67 objectives. Since August 2019, members of South Pierce Fire & Rescue have reevaluated the status of the strategic plan and determined that an extension and recommitment to those goals and objectives not yet completed, and a few new ones, was necessary.

The following page lists the internal small group members, the SPFR Board of Fire Commissioners, and those District members who have volunteered their time to work on one of the committees formed.

It is clear from these past few months of reevaluation that many of our original goals as a District were completed; however, many of them were completed in ways different than originally conceived and in some cases are in fact ongoing objectives that require continuous re-evaluation over time. This recommitment has identified re-evaluation timelines and determined that rather than consider something completed, committees should continually evaluate their objectives' status and where improvement can be made in particular areas so as to continue to succeed and grow as a District.

**Committee Members**

Chris Michaels	Chris Donohue
Terry Akin	David Ball
Vu Roeun	Corey Kneeshaw
Steven White	David Chase
Jonathan Frick	Trey Wilson
Commissioner Linboe	Commissioner Werner
Adam Durham	Michael Whitley
Nathan Smith	Commissioner Kadow
Joseph Arena	Terry Brown
Chris Johnson	Commissioner Willis
Evan Stone	Jeremy Willett
Chief Wernet	Assistant Chief Turner
Chaplain Dorothy	Lisa Smith
Autumn Young	Assistant Chief Yount

**SPFR Fire Commissioners**

John Linboe, Commission Chair  
Kathy Kadow, Commissioner  
Kevin Kneeshaw, Commissioner  
Judson Willis, Commissioner  
Olivia Werner, Commissioner

**Internal SPFR Small Group Members**

Judson Willis, Commissioner	Kathy Kadow, Commissioner
Rebecca Nason, Financial Officer	Todd Wernet, Fire Chief
Adam Durham, Firefighter	Sean O'Driscoll, Paramedic
Larry Dorothy, Chaplain	Autumn Young, Admin Specialist

The Local, District Administration, and the Board of Fire Commissioners appreciate the time, energy, and focus of all those participating. The membership truly engaged in this process to improve their Fire District and community.

The following pages include letters from the IAFF Local 726 Union leadership, who represent the firefighters and company officers of SPFR; the Fire Chief of SPFR; and the South Pierce Fire & Rescue Board of Fire Commissioners. These letters reflect their recommitment to the process and the work ahead to implement this strategic plan.



**PIERCE COUNTY PROFESSIONAL FIREFIGHTERS  
LOCAL 726**  
*International Association of Fire Fighters*

2/23/23

To: Fire Commissioners, Chief and Citizens of South Pierce Fire and Rescue;

Members of the South Pierce Firefighters bargaining unit & Chiefs bargaining unit acknowledge the direction being taken through the strategic planning process. Stakeholders from within the community & organization provided valuable feedback regarding our services. With the passage of lid lift measures the district has been diligent in addressing those needs identified in the strategic plan.

The outcome of that process left us feeling united and hopeful with a renewed vision and sense of direction. We set attainable goals that laid out a clear path to better serve our community and each other. The local recognizes the time and effort all parties have put into achieving many aspects of the plan, but believe this document will have more value after being renewed. We are grateful to the board of commissioners and administration for allowing our members to participate in revising this document and look forward to the continued improvement of the organization.

Respectfully,

Joel P White  
D17 Vice President

Pierce County Professional Firefighters, Local 726  
Aaron James, President  
Shawn Prather, Jonathan Burgos, Joel White, Mike Auvil, Vice President  
Shaun Cuthbert, Secretary/ Treasurer





## **SOUTH PIERCE FIRE & RESCUE**

129 Mashell Avenue North  
P.O. BOX 898  
Eatonville, WA 98328  
HQ (253) 847-4333  
FAX (253) 262-3182



Dear Citizens

As the Fire Chief of South Pierce Fire & Rescue (SPFR), I am excited and proud of the progress we have made on the five-year Strategic Plan that was initially presented in August 2019. The original vision of the Board of Commissioners, Members, and Citizens of South Pierce has helped guide the growth of the District in many ways.

As I stated in my original letter when I became the new Fire Chief, this plan remains a living document that needs and is being re-evaluated to keep it current. To do this, members from the Board of Commissioners, Command Staff, and other District members have come together to create a supervisory committee. We have also renewed individual committees to review and make recommendations on the current status of our plan and where improvements can be made. These fresh eyes will allow the District to continue our mission of excellence for our citizens and department.

As the Fire Chief, I am continually amazed at the resilience and personal service that all of us here at SPFR have accomplished with our staffing and resources. This team has continued to grow in its ability to serve our citizens and leave that legacy of excellence that I promised you when I became the Fire Chief in 2020.

In Safety & Service,

Todd E. Wernet  
Fire Chief



South Pierce Fire & Rescue  
129 Mashell Ave N  
Eatonville, WA 98328  
Phone: (253) 847-4333



March 20, 2023

Dear Membership & Community,

At our Board meeting on March 20, 2023, the South Pierce Fire & Rescue Board of Fire Commissioners unanimously recommitted to and adopted the extension of our Strategic Plan.

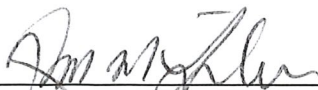
Many thanks to all of the community representatives, elected officials, business leaders, District Board members, District staff and administrators, District labor representatives, and District Firefighters & Emergency Medical Services providers for all of the time, effort, and energy that you put in to help re-evaluate and update this plan.

From the strategic plan small group planning committee, the six targeted subject matter committees created to evaluate goals and objectives, to the Board, the Administration, and the District Officers, we have updated all initiatives and begun working hard to achieve goals as outlined to continue to improve, grow, and develop as a District.


Our Board is committed to the plan and committed to the allocation of the resources, financial and otherwise, necessary to ensure we meet the stated goals & objectives. We all share a piece of the responsibility to commit to this plan and the effectuation of it.

The South Pierce Fire & Rescue Board of Fire Commissioners thanks you all for your hard work in the development of this plan and looks forward to the improvements and changes made over the coming years.


Sincerely,


  
Chair John Linboe

  
Commissioner Olivia Werner

  
Commissioner Judson Willis

  
Commissioner Kathy Kadow

  
Commissioner Kevin Kneeshaw

  
District Secretary Rebecca Nason



## RE-EVALUATION AND RE-COMMITMENT

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*"A dream written down with a date becomes a goal. A goal broken down into steps becomes a plan. A plan backed by action becomes reality."*

*—Greg S. Reid, Author & Keynote Speaker*

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This recommitment represents our District and its membership's commitment to achieving continued growth and improvement. The original Strategic Plan did not just sit stagnant, or 'out of sight out of mind,' but rather, members have stepped up to ensure the original plan has been followed through upon in order to truly affect change.



South Pierce Fire & Rescue members have committed time, effort, and energy to re-evaluate this Plan. The members of the small group have committed themselves to make a difference and to motivate the rest of their colleagues to join the team. All members of the organization are working together in order to achieve the stated outcomes listed herein and live up to South Pierce's mission, vision, and values.

An organization that not only knows where it is going but knows the environment in which it must operate and identifies how to get there has the best chance to meet the needs of its community and achieve its own vision. This re-evaluation and re-commitment process has served to refresh the organization's continuing commitment to professionalism and has continued to pave the path toward future success and growth.

The beginning of this process consisted of requesting review and feedback from its membership. Lieutenants were tasked with reviewing the 2019 Strategic Plan with their crews and providing feedback including questions, comments, and statuses of the goals and objectives as currently drafted. The Strategic Plan small group then got together to do an in-depth review of the feedback and current initiatives, goals, and objectives and came up with the updates, revisions, and additions necessary to continue both moving this plan forward and meeting the stated mission, vision, and values.

In addition, once the small group had completed their update of the District's goals and objectives, they identified the different committees that would be necessary to ensure all of these goals and objectives were re-evaluated, updated, and completed to the best of our ability. The HR, Apparatus, Facilities, EMS, Training, and CRR Committees, as well as the Officers Cadre, and the Board of Commissioners went to work on evaluating where they currently stand on their goals and objectives and identifying necessary changes and updates to processes and procedures within the District to effectuate them.

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## MISSION, VISION, AND VALUES

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### Mission

The organization's mission statement should clearly define the primary purpose of the organizations' existence. It focuses District members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The small group, through a consensus process and based on feedback from the citizen forum, reviewed and revised the South Pierce Fire & Rescue's mission statement.

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#### ***South Pierce Fire & Rescue Mission Statement***

*Protect lives, property, and the environment through effective response,  
compassionate service, and community involvement.*

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### Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The South Pierce Fire & Rescue vision provides members with a future view that they can share, a clear sense of direction, a mobilization of energy, and a sense of engagement in something important. Vision statements provide direction for how things can be and a sense of organizational guidance to get there. The South Pierce Fire & Rescue vision statement follows.

#### ***By promoting growth and professionalism, we will:***

- Ensure personnel have quality training and tools for effective job performance
- Continually work to earn the respect and support of the community and fire service
- Foster and maintain a labor/management relationship where collaborative decisions are made
- Promote and maintain a healthy and safe work environment
- Honor our traditions while embracing change
- Commit to supporting the professional development of career and volunteer members
- Welcome radical transparency
- Be good stewards of department resources

## Values

Values define what the people in the organization consider as appropriate and inappropriate behaviors among and between members. An organization's fundamental values define the organization's culture and belief system, thus providing an anchor-point in an always-changing environment. The small group declared the following as the core values for South Pierce Fire & Rescue.

**Through honor, integrity, and pride, we shall conduct ourselves with:**

**S Selflessness:** Concerned more with the needs of others than one's self (mentorship, compassion)

**P Passion:** The desire and willingness to go above and beyond the community's expectations (excellence)

**F Fortitude:** Strength of mind, courage, moral strength, overcoming fear (integrity)

**R Respect:** Feeling of deep admiration for someone and/or something (ownership, honest communication)

With the development of its mission, vision, and core values, SPFR has established the organization's foundation for strategic planning. ESCI strongly recommends that all members empower themselves with these elements; they provide the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

## DEFINITION OF TERMS

There are six main components to a Strategic Plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this Strategic Plan, they are defined as follows:

**Initiative**—As the largest overarching element of a Strategic Plan, an initiative is a broad enterprise in which the organization may have multiple areas of focus.

**Goal**—As a smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will have been achieved.

**Objective**—As a smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal is also accomplished.

**Critical Task**—As the smallest component of a Strategic Plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

**Outcome Statement**—Provides a qualitative description of a desired result of a goal or objective, once it is accomplished.

**Performance Metric**—Provides a quantitative description of the measurable improvement of a goal or objective, once it is accomplished.

Strategic initiatives, goals, objectives, critical tasks, and performance metrics or outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were originally identified in a two-day planning workshop facilitated by ESCI. These initiatives, goals, and objectives have been updated by the small group.

The following series of tables list and define each initiative with its subordinate goals, as well as each goal with its subordinate objectives. Evaluation timelines are also listed with each objective as follows: Critical tasks are in red boxes (to be completed in 90 days); Short-term is in orange boxes (less than one year); Mid-term is in yellow boxes (greater than one year but less than three years); and Long-term is in green boxes (greater than three years but not longer than five years). Some of the objectives may also be ongoing. All of the timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a committee assigned to be responsible for coordinating the effort to implement that objective.

## STRATEGIC PLAN

### Initiative 1 – Service Delivery

This initiative focuses on the emergency service delivery system the District provides to the community. This includes deployment of existing emergency resources, location of future fire stations, training to address special risks, and reliability of apparatus for response. Accountability is a key component of this initiative.

**Initiative Manager:** Fire Chief

#### Goal: 1A Develop and evaluate annually the station 1st due response areas.

Objectives	1. Establish current response time/areas.	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every 3 years)
	Outcome: A baseline of response performance has been established. (Due: Feb 2024)	
	2. Establish a point of contact to meet with Pierce County GIS team (on view).	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every 3 years)
	Outcome: Contact has been made and subscription established for on view. (Due: Feb 2024)	
		Completed
	3. Analyze data and implement needed changes to run cards.	
Objectives	Responsible: Officers	Timeline: Mid-term (Re-evaluate every 3 years)
	Outcome: Run cards have been modified as necessary (stick or switch decisions). (Due: Feb '24)	

#### Goal: 1B Research and identify land for future station locations.

Objectives	1. Analyze run card data and expected population growth for projected areas of need.	
	Responsible: Board	Timeline: Mid-term
	Outcome: Areas of need identified based on data. (Ongoing)	
	2. Establish land criteria and budget for future fire station land acquisition.	
	Responsible: Board	Timeline: Critical Task
	Outcome: Criteria has been identified and funds identified. (Due: May '23)	



		Completed
	3. <i>Secure appropriate property.</i>	
	Responsible: Board	Timeline: Long-term
	Outcome: Property has been acquired. (Due: Feb 2026)	
Goal: 1C	<b>Develop and implement a consistent training plan to include "special/frequent" call types.</b>	
Objectives	1. <i>Establish a consensus of call types.</i>	
	Responsible: Training Committee	Timeline: Short-term (Re-evaluate every other year)
	Outcome: A list of call types has been created. (Due: Feb 2024)	
	2. <i>Establish a general IAP based on desired outcomes.</i>	
	Responsible: Training Committee	Timeline: Short-term (Re-evaluate every other year)
	Outcome: A list of guiding principles/OIs has been created. (Due: Feb 2024)	
	3. <i>Create a document/plan for delivery of service.</i>	
	Responsible: Training Committee	Timeline: Mid-term (Re-evaluate every other year)
	Outcome: A plan is in place. (Due: no later than Feb 2025)	
	4. <i>Implement training.</i>	
	Responsible: Training Committee	Timeline: Mid-term (Re-evaluate every other year)
	Outcome: Training has been implemented. (Due: no later than Feb 2025)	
	5. <i>Review and revise as necessary.</i>	
	Responsible: Training Committee	Timeline: Long-term (Re-evaluate every other year)
	Outcome: Plan reviewed and revised based on quality improvement ethic. (Ongoing)	

<b>Goal: 1D Develop and implement a maintenance and replacement plan for response apparatus.</b>	
<b>Objectives</b>	1. <i>Establish a list of equipment to address current and future department needs.</i>
	Responsible: Apparatus Committee Timeline: Critical Task
	<b>Outcome: A list has been created. (Due May 2023)</b>
	2. <i>Establish a list of current resources in place.</i>
	Responsible: Apparatus Committee Timeline: Critical Task
	<b>Outcome: An inventory of current apparatus and critical equipment has been created. (Due May 2023)</b>
	3. <i>Establish a baseline life expectancy for each apparatus/item, where it is on the continuum; establish best practices for maintenance schedule.</i>
	Responsible: Apparatus Committee Timeline: Critical Task
	<b>Outcome: An apparatus and critical equipment inventory has been created. A life expectancy schedule has been created. A maintenance schedule has been created that maximizes the useful life of apparatus and critical equipment. (Due May 2023)</b>
	4. <i>Develop maintenance program and mechanism (or tool) to administer it (digital).</i>
	Responsible: Apparatus Committee Timeline: Critical Task
	<b>Outcome: A maintenance program and schedule has been created. A mechanism or tool to manage the maintenance schedule is implemented and followed, specific to each item. (Due May 2023)</b>
	5. <i>Establish an apparatus and critical equipment replacement schedule.</i>
	Responsible: Apparatus Committee Timeline: Critical Task
	<b>Outcome: A schedule for the purchase and budgeting of apparatus and large critical expenditures as planned is developed—no surprises. (Due May 2023)</b>
<b>Goal: 1E Improve facilities in a manner that provides for firefighter health and safety.</b>	
<b>Objectives</b>	1. <i>Establish a list of current stations with their needs identified. Monthly inspections</i>
	Responsible: Facilities Committee Timeline: Short-term (Re-evaluate every year)
	<b>Outcome: An inventory of current stations has been created with their needs identified. Short-term and Long-term. (Ongoing)</b>
	2. <i>Establish a baseline life expectancy for each station and where it is on the continuum.</i>
	Responsible: Facilities Committee Timeline: Short-term (Re-evaluate every year)
	<b>Outcome: A station inventory has been identified with needed improvements identified. A life expectancy schedule has been created. A maintenance schedule has been created that maximizes the useful life of apparatus and critical equipment.</b>

	3. <i>Develop a facilities improvement program and maintenance schedule.</i>	
	Responsible: Facilities Committee	Timeline: Short-term (Re-evaluate every year)
	Outcome: A facilities improvement plan has been established. A maintenance program and schedule have been created.	
	4. <i>Establish a facilities replacement plan and schedule.</i>	
	Responsible: Facilities Committee	Timeline: Short-term (Re-evaluate every year)
	Outcome: A plan has been developed and a replacement schedule has been created. A revenue source has been identified.	
Goal: 1F	Recruitment & Retention	
Objectives	1. <i>Establish a list of current positive- and negative- parts of working at SPFR.</i>	
	Responsible: HR Committee	Timeline: Long-term (Re-evaluate every other year)
	Outcome: An analysis and list has been completed and created with needs identified. Short-term and Long-term. (Ongoing)	
	2. <i>Establish onboarding, ongoing, and offboarding items to ensure to include in employee's recruitment and retention plan.</i>	
	Responsible: HR Committee	Timeline: Long-term (Re-evaluate every other year)
	Outcome: A list has been created.	
	3. <i>Develop a recruitment and retention plan.</i>	
	Responsible: HR Committee	Timeline: Long-term (Re-evaluate every other year)
	Outcome: A plan has been established.	
	4. <i>Implement recruitment and retention plan and establish re-evaluation schedule.</i>	
	Responsible: HR Committee	Timeline: Long-term (Re-evaluate every other year)
	Outcome: A plan has been developed and implemented. A revenue source has been identified.	

Initiative 2 – Administration		
Many facets combine to describe the administrative responsibilities charged to SPFR. This initiative focuses on revenue enhancement and sound fiscal stewardship, leadership, workload distribution, and effective deployment of personnel. Accountability is a key component of this initiative.		
Initiative Manager: Fire Chief		
Goal: 2A Maximize the utilization of funding (fed, state, local grants & other sources)		
Objectives	1. Determine unfunded organizational needs.	
	Responsible: Board	Timeline: Short-term
	Outcome: A list of unfunded organizational needs has been created. (Ongoing)	
	2. Train authorized personnel to become grant writers.	
	Responsible: Board	Timeline: Short-term
	Outcome: A team of grant writers have been trained. (Ongoing)	
	3. Determine grant availability that could address unfunded organizational needs.	
	Responsible: Board	Timeline: Short-term
	Outcome: A list of available grants has been established. (Ongoing)	
	4. Establish a list of qualified people eligible to become trained as grant writers.	
Responsible: Board	Timeline: Short-term	
Outcome: A team of grant writer trainees has been created. (Ongoing)		
Goal: 2B Develop stronger leadership at all levels of the organization.		
Objectives	1. Review and update current job descriptions and responsibilities for all supervisory and leadership positions in SPFR.	
	Responsible: Officers & HR Committee	Timeline: Short-term
	Outcome: All supervisory and leadership position job descriptions have been reviewed and updated. (Due Feb 2024)	
	2. Identify fire department hierarchy (chain of command) structures in similar departments.	
	Responsible: Officers	Timeline: Short-term
Outcome: Comparable fire department structures have been identified and collected. (Due Feb 2024)		

	3. <i>Adjust SPFR hierarchy based on District need and influenced by the best practices of the agency structures collected.</i>	
	Responsible: Officers	Timeline: Short-term
	Outcome: The supervisory and leadership positions in SPFR have been adjusted to reflect industry best practices of comparable agencies. (Due Feb 2024)	
	4. <i>Train and educate those affected by hierarchy adjustments as per 2B3.</i>	
	Responsible: Officers & Training Committee	Timeline: Short-term
	Outcome: Those individuals whose jobs have been adjusted have been trained and educated to meet the expectations of the new positions/descriptions. (Due Feb 2024)	
	5. <i>Assess the organizational effectiveness of the hierarchy change.</i>	
	Responsible: Officers & HR Committee	Timeline: Mid-term
	Outcome: The SPFR organization is improved, with clear lines of authority, balanced workload, and a smooth communication flow in place.	
	6. <i>Individuals whose jobs were adjusted are successful as determined by annual performance review.</i>	
Responsible: Officers & HR Committee	Timeline: Mid-term	
Outcome: Performance reviews have been conducted and reflect successful adjustment to the new job conditions. Performance improvement plans have been developed for those not adjusting well to the change.		
Goal: 2C	Optimize staff deployment for maximum effectiveness.	
Objectives		
		Completed
	1. <i>Review GIS data and run cards to compare/contrast with citizens’ stated needs (citizen forum).</i>	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every 3 years)
	Outcome: SPFR has assigned staffing for deployment in alignment with citizen priorities as identified in the citizen forum results. (Due Feb 2024, 2027, 2030)	
	2. <i>Analyze data and implement changes to address any gaps (e.g., move staff, hire, establish resident program, create volunteer shifts).</i>	
	Responsible: Officers	Timeline: Mid-term
	Outcome: Gaps are addressed within the financial constraints of the District. (Ongoing)	
	Completed	



Goal: 2D Allocate workload in a fair and equitable manner throughout the department.		
Objectives	1. Identify current workloads by position, by shift, by certification, by status (career/volunteer).	
	Responsible: Officers	Timeline: Critical Task (Re-evaluate every year)
	Outcome: A list of who is assigned what responsibilities has been created. (Almost completed)	
	2. Identify and prioritize the work needing to be accomplished that is not currently assigned or that can be reassigned from an overloaded member.	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every year)
	Outcome: A list of prioritized, unassigned work (or work that can be reassigned) has been created. (Ongoing)	
	3. Identify available and/or underutilized personnel by interest, skill, and fairness.	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every year)
	Outcome: Each member has had their workload quantified and their skills and interests identified on a department skills inventory and workload sheet. (Ongoing)	
	4. Train personnel for new workload assignments.	
	Responsible: Officers	Timeline: Mid-term (Re-evaluate every year)
	Outcome: Personnel identified for new workload adjustments have been adequately trained and prepared to handle the new work. (Ongoing)	
	5. Identify successors for current workload assignments and cross-train successors.	
	Responsible: Officers	Timeline: Short-term (Re-evaluate every year)
	Outcome: Successors for workload have been identified and trained. Successors are assigned the work when a vacancy occurs.	
	6. Evaluate successful completion and adjust as necessary.	
	Responsible: Officers	Timeline: Long-term (Re-evaluate every year)
	Outcome: Identified workload is being managed appropriately and successors are prepared to step up and step in. (Ongoing)	

Goal: 2E Establish prioritization of using reserve account funds for SPFR.		
Objectives	1. Discuss District priorities & sources of funding.	
	Responsible: Board	Timeline: Mid-term
	Outcome: Reserve fund and subaccounts have been created.	
	2. Determine funding goals for general reserve account.	
	Responsible: Board	Timeline: Mid-term
	Outcome: Reserve fund goals have been created.	
	3. Initiate reserve fund contributions.	
	Responsible: Board	Timeline: Mid-term
	Outcome: Contributions to the reserve fund has been initiated.	
Goal: 2F Develop proactive strategies for levy lid lift.		
Objectives	1. Establish a Levy/Lid Lift Team	
	Responsible: Board	Timeline: Critical Task
	Outcome: Benchmarks have been created.	
	2. Set benchmarks for lid lift elections (trigger points for lid lifts).	
	Responsible: Board	Timeline: Mid-term
	Outcome: Benchmarks have been created.	
	3. Consider establishing a permanent EMS levy.	
	Responsible: Board	Timeline: Mid-term
	Outcome: SPFR Board has made a decision regarding the establishing of permanent EMS levy.	
	4. Develop an ongoing public information regarding budget & revenue utilization and needs (template).	
	Responsible: Board	Timeline: Long-term
	Outcome: Public Information has been created regarding fiscal stewardship. (Ongoing)	
	5. Develop a community education plan specific to SPFR fiscal needs.	

	Responsible: Board	Timeline: Mid-term
	Outcome: A community education plan has been developed. (Ongoing)	

### Initiative 3 – Operational Support

Numerous elements support the daily operations of SPFR. Among these are internal communication, personnel evaluation, training program, EMS program, community outreach, public education, and public information. These are the core elements of this initiative; accountability is also a key component.

**Initiative Manager: Fire Chief**

**Goal: 3A Establish department certification criteria.**

Objectives	1. Review certifications of all personnel to establish needs.	
	Responsible: Training	Timeline: Critical Task (Re-evaluate every year)
	Outcome: Organizational needs are determined. (Due May 2023)	
	2. Establish a list of available certifications and regional standards by position.	
	Responsible: Training	Timeline: Short-term (Re-evaluate every year)
	Outcome: Regional standards have been determined. (Due Feb 2024)	
	3. Develop and implement a plan to bridge the certification gap.	
	Responsible: Training	Timeline: Long-term (Re-evaluate every year)
	Outcome: A training plan has been established & implemented to attain needed certifications.	
	4. Create and implement a step process, from probationary firefighter through acting officer.	
	Responsible: Training	Timeline: Long-term (Re-evaluate every year)
	Outcome: Step books have been established with clear objectives.	

**Goal: 3B Review, revise, and implement the training program.**

Objectives	1. Through the training committee, review SPFR's current training plan and ensure it meets the requirements of the WAC, Pierce Co. TAC Operations, and Pierce County EMS.	
	Responsible: Training Committee	Timeline: Critical Task (Re-evaluate every year)
	Outcome: Training program review is complete. (Due May 2023)	
	2. Revise SPFR's current training program to meet needs of SPFR as determined by training committee.	
	Responsible: Training Committee	Timeline: Short-term (Re-evaluate every year)
	Outcome: Training program meets the needs of SPFR. (Due Feb 2024)	

	3. <i>Implement training program as determined by the training committee.</i>	
	Responsible: Training Committee	Timeline: Short-term (Re-evaluate every year)
	Outcome: New training program meets SPFR needs. (Due Feb 2024)	
Goal: 3C	Update & Implement new performance evaluations for all personnel.	
Objectives	1. <i>Review and modify as necessary the current evaluation process to ensure relevance.</i>	
	Responsible: HR	Timeline: Short-term
	Outcome: Relevance has been ensured and maintained. (Due Feb 2024)	
	2. <i>Create evaluation timelines for each position/step (prob=monthly, step 2–3=quarterly, 1<sup>st</sup>=annually).</i>	
	Responsible: HR	Timeline: Short-term
	Outcome: An OI is in place that determines when evaluations will be completed. (Due Feb '24)	
	3. <i>Train supervisors to properly conduct evaluation activities.</i>	
	Responsible: HR & Training	Timeline: Mid-term
	Outcome: Those completing evaluations have been trained to complete PEs correctly.	
	4. <i>Implement the new performance evaluation process.</i>	
	Responsible: HR	Timeline: Mid-term
	Outcome: A functional performance evaluation process is in place.	
Goal: 3D	Improve organizational communication.	
Objectives		
		Completed
	1. <i>Build a communication improvement plan for SPFR.</i>	
	Responsible: HR	Timeline: Short-term
	Outcome: A communication improvement plan that meets the needs of SPFR has been created. (due Feb 2024)	
	2. <i>Train supervisors on improving communication.</i>	

	Responsible: HR & Training	Timeline: Short-term
	Outcome: Management have been trained on communication model. (due Feb 2024)	
	3. Implement the communication improvement strategies with a continuous feedback loop.	
	Responsible: HR & Officers	Timeline: Mid-term
	Outcome: Internal communication has been improved. (Ongoing)	
Goal: 3E	Develop a public relations and public education program.	
Objectives	1. Task the existing public education group (Yount, Brown, Ball) to establish PE/PR priorities.	
	Responsible: CRR	Timeline: Short-term
	Outcome: Priorities have been established.	
	2. Work with the Fire Chief and Board of Commissioners to establish a budget for the PE/PR program.	
	Responsible: CRR & Admin	Timeline: Short-term
	Outcome: A budget is established.	
	3. Implement the PE program that meets the needs of SPFR.	
	Responsible: CRR	Timeline: Mid-term
	Outcome: The target audience is educated.	
	4. Develop a community education/outreach program plan specific to SPFR needs.	
	Responsible: CRR	Timeline: Mid-term
	Outcome: A community education/outreach program has been developed.	
	5. Implement a PR program that meets the needs of SPFR.	
	Responsible: CRR	Timeline: Mid-term
	Outcome: The public image of SPFR is improved.	



## IMPLEMENTATION METHODOLOGY

*“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication,”* according to Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University. These three critical elements are best addressed by appropriately prioritizing and completing the objectives, consistently seeking and utilizing input from SPFR members, and continuously keeping the Strategic Plan and its status front and center to the organization.

The SPFR Board of Fire Commissioners reviewed and adopted this Strategic Plan Recommitment document at their April 17, 2023, Regularly Scheduled Board of Commissioners Meeting, re-endorsing it with an open letter to all the readers of the Plan (contained within this report). The Fire Chief and Union leadership have also been asked to re-endorse this Strategic Plan. One cannot overemphasize the importance of these three letters: the organization’s legislative, executive, and employee branches have essentially signed on and are re-committed to seeing this Strategic Plan through its ongoing achievement.

To the greatest extent possible, the SPFR budget should align with Strategic Plan elements. The Fire Chief and Board of Fire Commissioners will strive to allocate funding for the Strategic Plan elements to keep funding from becoming a roadblock to successful implementation.

### Role of Committees & Small Group

Committees have been hard at work addressing their respective objectives as well as addressing other ad hoc tasks as they come up within the day-to-day running of the organization.

The small group, now that it has established and staffed the required committees, has been and will continue to convene to review committees’ work and identify overlap to ensure no duplication of efforts and encourage committees work together if warranted. They have implemented reporting procedures and distribution of membership-wide notification(s) as well.



### Role of SPFR Members

Every member of South Pierce Fire & Rescue (SPFR), whether on a committee or not, should strive to understand the Strategic Plan, internalize our mission, vision, values, and help the organization continue to grow and evaluate the Plan and thereby the District to ensure constant and ongoing development.

### Communication Strategies and Mechanisms

The Strategic Plan must be communicated often and through many mechanisms. Numerous communication strategies will be implemented by the Board, Administration, Officers, Small group, and Committees.



## APPENDIX A - TIMELINE

Objectives	Re-Evaluate	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
1A1: Establish current response time/areas.	Every 3 years				
1A2: Establish a point of contact to meet with Pierce County GIS team (on view).	Every 3 years				
1B2: Establish land criteria and budget for future fire station land acquisition.	Ongoing				
1D4: Develop maintenance program and mechanism (or tool) to administer it (digital).					
2D1: Identify current workloads by position, by shift, by certification, by status (career/volunteer).	Every year				
3A1: Review certifications of all personnel to establish needs.	Every year				
3A2: Establish a list of available certifications and regional standards by position.	Every year				
3B1: Through the training committee, review SPFR's current training plan and ensure it meets WAC, Pierce Co. TAC Operations, and Pierce County EMS.	Every year				
3D1: Survey membership to establish how it prefers to be communicated with and identify shortfalls in communication.	x	Complete			
1A3: Compile response data (times and call location) into map for last three years.	x		Complete		
1C1: Establish a consensus of call types.	Every other yr				
1C2: Establish a general IAP based on outcomes.	Every other yr				
1D1: Establish a list of equipment to address current and future department needs.					
1D2: Establish a list of current resources in place.					
1D3: Establish a baseline life expectancy for each apparatus/item, where it is on the continuum; establish best practices for maintenance schedule.					
2A1: Determine unfunded organizational needs.	Ongoing				
2A2: Train authorized personnel to become grant writers.	Ongoing				
2A3: Determine grant availability that could address unfunded organizational needs.	Ongoing				
2A4: Establish a list of qualified people eligible to become trained as grant writers.	Ongoing				
2B1: Review and update current job descriptions and responsibilities for all supervisory and leadership positions in SPFR.					
2B2: Identify fire department hierarchy (chain of command) structures in similar departments.					
2B3: Adjust SPFR hierarchy based on District need and influenced by the best practices of the agency structures collected.					
2B4: Train and educate those affected by hierarchy adjustments as per 2B3.					
2D2: Identify and prioritize what work needs to be accomplished that is not currently assigned or that can be reassigned from an overloaded member.	Every year				
2D3: Identify available and/or underutilized personnel by interest, skill, and fairness	Every year				
2E1: Discuss District priorities & sources of funding					

2E2: Determine funding goals for general reserve account.					
2E3: Initiate reserve fund contributions.					
3B2: Revise SPFR's current training to meet needs of SPFR as determined by training committee.	Every year				
3B3: Implement training program as determined by the training committee.	Every year				
3C1: Review and modify as necessary the current evaluation process to ensure relevance.					
3C2: Create evaluation timelines for each position/step (prob=monthly, step 2-3=qtrly, 1 <sup>st</sup> =annually).					
3D2: Build a communication model based on the results of the survey (Obj. 3D1).	x		Complete		
3D3: Implement the communication model/platform with a continuous feedback loop.	x		Complete		
3E1: Task the existing public education group (Yount, Brown, Ball) to establish PE/PR priorities.					
3E2: Work with the Fire Chief and Board of Commissioners to establish a budget for the PE/PR program.					
1A4: Analyze data and implement needed changes to run cards.	Every 3 years				
1B1: Analyze run card data and expected population growth for projected areas of need.	Ongoing				
1C3: Create a document/plan for delivery of service.	Every other yr				
1C4: Implement training.	Every other yr				
1D5: Establish an apparatus and critical equipment replacement schedule.					
1E1: Establish a list of current stations with their future needs identified.	Every year				
1E2: Establish a baseline life expectancy for each station and where it is on the continuum.	Every year				
1E3: Develop a facilities improvement program and maintenance schedule.	Every year				
1E4: Establish a facilities replacement plan and schedule.	Every year				
2B5: Assess the organizational effectiveness of the hierarchy change.					
2B6: Individuals whose jobs were adjusted are successful as determined by annual performance review.					
2C1: Establish minimum staffing for each staffed station and establish minimum shift standards at each station.	x			Complete	
2C2: Review GIS data and run cards to compare/contrast with citizens' stated needs (citizen forum).	Every three yrs				
2C3: Analyze data and implement changes to address any gaps (e.g., move staff, hire, establish resident program, create volunteer shifts).	Ongoing				
2C4: Create an algorithm to determine that appropriate staffing configuration is in place.	x			Complete	
2D4: Train personnel for new workload assignments.	Every year				
2F1: Establish a Levy/Lid Lift Team					
2F2: Set benchmarks for lid lift elections (trigger points for lid lifts).					
2F3: Consider establishing a permanent EMS levy.					

2F5: Develop a community education plan for levy lid lift					
<b>2G1:</b> <i>Develop a community education/outreach program plan specific to SPFR fiscal needs.</i>	ADD TO 3E				
3C3: Train supervisors to properly conduct evaluations.					
3C4: Implement the new performance evaluation process.					
3E3: Implement the PE program that meets the needs of SPFR.					
3E4: Implement a PR program that meets the needs of SPFR.					
1B3: Contact local realtor/acquire real estate expert assistance.	Ongoing				
1B4: Secure appropriate property.	Ongoing				
1C5: Review and revise as necessary.	Every other yr				
2D5: Identify successors for current workload assignments and cross-train successors.	Every year				
2D6: Evaluate successful completion and adjust, as necessary.	Every year				
2F4: Develop an ongoing public information regarding budget & revenue utilization and needs (template).					
3A3: Develop and implement a plan to bridge the certification gap.	Every year				
3A4: Create and implement a step process from probationary firefighter through acting officer.	Every year				

## APPENDIX B—TASK WORKSHEET

<b>Initiative:</b>		<b>Person(s) Responsible:</b>	<b>Desired Outcome(s):</b>			
<b>Goal:</b>						
<b>Objective:</b>			<b>Timeline:</b>			
#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						