

CENTRAL PIERCE FIRE & RESCUE



2010-2015 Strategic Plan



Facilitated by:



Center for
Public Safety
Excellence

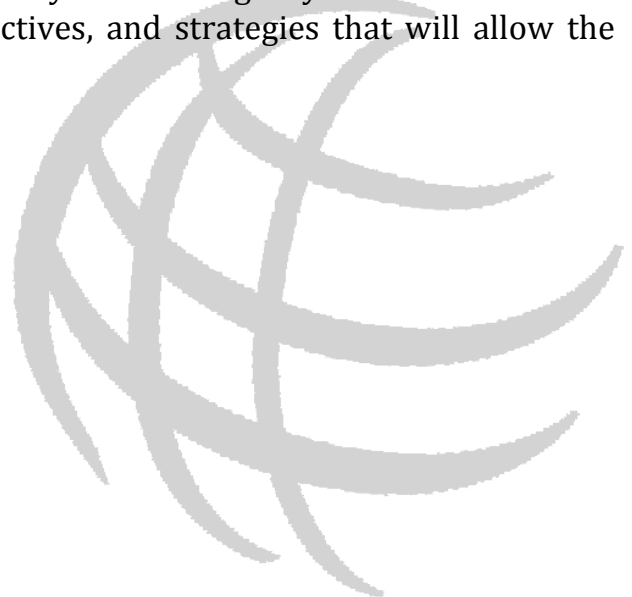
Introduction

Central Pierce Fire & Rescue (CPFR) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, public information and education, prevention and code compliance to the municipalities and unincorporated areas of Central Pierce County within their specified district. CPFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves.

In an effort to work toward self-improvement, CPFR contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future, hence the development and implementation of a "Community-Driven Strategic Plan." The strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of CPFR to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the department's external and internal stakeholders' groups performed admirably in committing to this important project and remain committed to the document's completion.

Central Pierce Fire & Rescue's Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the agency's members, individually and collectively, will carry out the agency's mission. In the following pages, CPFR identifies its goals, objectives, and strategies that will allow the agency to realize its vision.



**CENTRAL PIERCE FIRE & RESCUE STRATEGIC PLAN
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Organizational Background



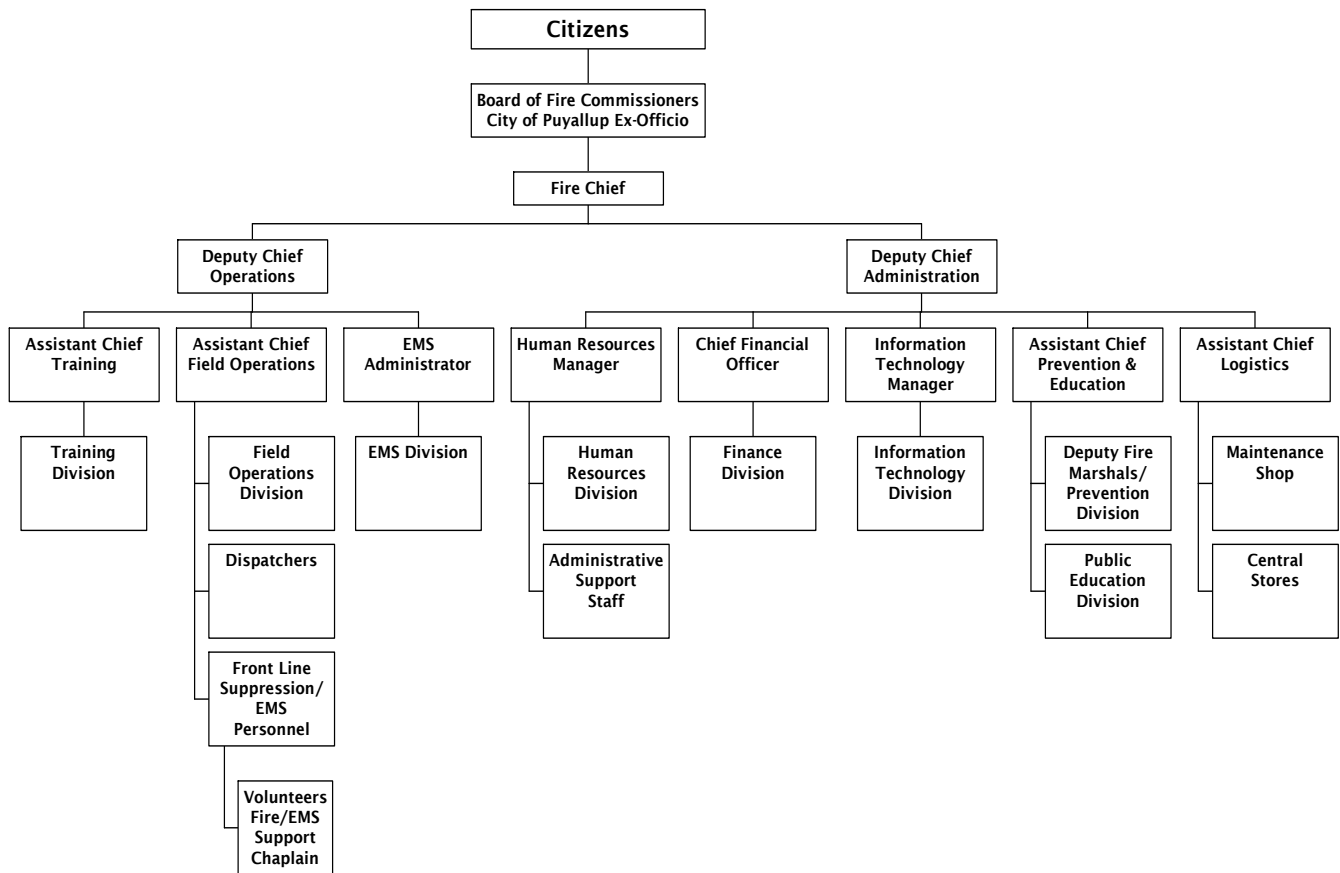
Pierce County, Washington is home to approximately 813,000 residents in the South Puget Sound area. The county is made up of unincorporated and incorporated areas with the majority of the population residing within the 24 cities and towns. Pierce County is the only county in the country where one can go from sea level (at Puget Sound) to 14,411 feet (at Mt. Rainier).

Pierce County is home to numerous national companies and thousands of small businesses that provide a healthy economy for the area. Climate as well as cultural offerings provides an environment rich with activities for those who reside in and visit the region.

Central Pierce Fire & Rescue (CPFR) is the largest—in population served—of 16 fire protection districts in the county. The district was formed in 1996 through the merger of several districts and continued to grow through annexations and mergers of other municipal and fire districts. The district is governed by a Board of Fire Commissioners which acts as the oversight body. The Board consists of five members who are elected at large to six-year terms as well as an ex-officio member representing the City of Puyallup. The district covers 84 square miles within Pierce County and serves the communities of Puyallup, South Hill, North Puyallup, Summit, Parkland, Midland, Spanaway, Frederickson and Elk Plain.



The agency serves a population of approximately 198,000 citizens from 12 fire stations, all which are staffed 24 hours a day. Eight of the stations provide basic and advanced life support care along with patient transport by the staffing of paramedic units. The agency resources currently include 11 engine companies, 9 medic units and 2 ladder companies which are strategically deployed throughout the district to mitigate the array of emergencies encountered. Currently, the district has 254 uniformed personnel, 29 non-uniformed personnel, 12 support services volunteers, and 5 emergency response volunteers.



Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the CPFR Strategic Plan. This document is the result of several strategic planning sessions and includes valuable community input.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

a continuous and systematic process

where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders, and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

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

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.

A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.²*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a Vision of the future.
15. Develop organizational and community commitment to the plan.

Every step of this process is included in this document. Some of the work contributed by the external and internal stakeholder groups has been placed in the Appendix.

The Mission

CPFR's Internal Stakeholders reviewed the existing Mission and presented the modification below.

Table 1: CENTRAL PIERCE FIRE & RESCUE Mission Statement

The mission of Central Pierce Fire & Rescue is to quickly, skillfully and compassionately respond to the needs of our diverse communities by safely providing:

Fire Suppression

Emergency Medical Services

Rescue

Hazardous Materials Mitigation

Public Information and Education

Prevention and Code Compliance

Internal stakeholders conducting a work session



Values

Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. CPFR Internal Stakeholders developed values statements with more emphasized key words as the core values terms.

Table 9: CENTRAL PIERCE FIRE & RESCUE Values Statements

Commitment to Excellence

Commitment to excellence is the spirit of determination and dedication found in our members. It inspires unrelenting resolve to achieve and sustain a standard of excellence in every endeavor.

Honor

Honor guides our members to exemplify ethical and moral behavior with uncompromising integrity and respect for human dignity.

Courage

Courage is the inner strength that enables us to do what is right and to make tough decisions under stress and pressure. It carries us through challenges and helps to overcome fear.

The Mission and Values are the foundation of any successful organization. Every effort will be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Internal stakeholders conducting a work session



The Vision

A vision of what CPFR should be in the future, building upon the framework and foundation of the Mission and Values, was also developed. Visions provide targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 2: CENTRAL PIERCE FIRE & RESCUE Vision

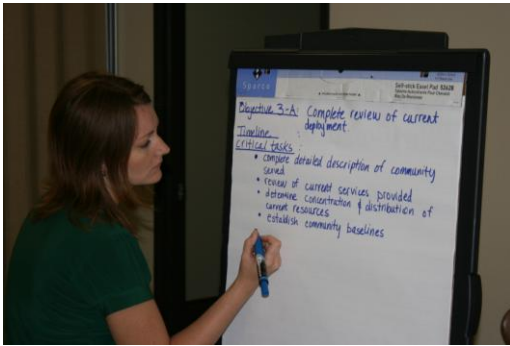
Our vision for Central Pierce Fire & Rescue in 2015 is that we will be widely recognized as an organization which utilizes best practices in the delivery of services to our community. Our pursuit of excellence will demonstrate continuous improvement and validate the consistent, timely, and quality services our customers expect us to provide.

In honoring our community's trust, we will show our commitment to providing effective, efficient, fiscally-responsible services. We will expand our external communications through information dissemination initiatives so that our priorities, philosophy and operations are clearly understood by the people we serve. Our internal culture will reflect a respectful team atmosphere nurtured by open internal communication processes, and through the use of information technology, provide greater information sharing and involvement in decisions to accomplish our mission. Our emergency services will follow a standard of coverage based upon the unique hazards, risks and demands of our communities, and providing measures of reliable performance in mitigating pain, suffering and property loss.

Our workforce planning efforts will embrace diversity reflected by our community, improve the quality of recruitment and retention, and promote career development for the future success of our members and our agency. The effective management of our physical resources will allow us to maintain quality dependable apparatus, equipment and facilities, and to also explore new technology to improve the quality of support and operational services. By defining program standards, our members will understand and be accountable for their mastery of job performance, and will demonstrate their commitment to excellence through the professional and courteous delivery of services to all those living, working or visiting our communities.

Our leadership and workforce will hold one another accountable to accomplishing our department mission, and to applying our organizational values. Our vision is that with consensus on organizational priorities, and through effective project management, that our organizational culture will flourish, job satisfaction will soar, and that Central Pierce Fire & Rescue will meet or exceed the expectations of the communities we serve.

Goals and Objectives



Following the identification of CPFR’s critical issues and service gaps, internal strengths and weaknesses, as well as external opportunities and threats (all found in the Appendix), realistic goals and objectives were established to reach the mission, values, and vision. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide individual members with clear direction, and to address concerns of citizens.

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

“If you don’t keep score, you’re only practicing.”

Vince Lombardi,
American Football Coach and Motivator

By following these goals and objectives carefully, the agency can be directed into its desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the CPFR and its members.



The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of CPFR should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change.

Goal 1 Develop and implement a formal workforce plan.

Objective 1A	Conduct an organization-wide staffing analysis to determine future needs.
Timeframe	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Review and update job descriptions. • Develop personnel turnover forecast and succession plan. • Analyze leave usage and overtime trends and expenditures. • Provide training, mentoring and shadowing to assist in obtaining critical knowledge, skills and abilities.
Funding Estimate	Staff time only

Objective 1B	Ensure recruitment that reflects our diverse community.
Timeframe	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Analyze the community to determine demographics. • Develop recruitment plan to include results from demographic analysis. • Train all personnel on continual recruitment plan. • Evaluate recruitment process for effectiveness. • Ensure compliance with regulations.
Funding Estimate	Staff time only

Objective 1C	Evaluate the hiring and promotional process to ensure best practices.
Timeframe	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Hiring (all) <ul style="list-style-type: none"> • Evaluate the current process and compare with other comparable agencies. • Develop criteria to evaluate the hiring process. • Update process based on research. • Prepare written step by step guidelines. • Provide education / orientation for testing success. • Promotional <ul style="list-style-type: none"> • Evaluate the current process and compare with other comparable agencies. • Conduct internal survey of personnel – evaluate, suggestions, etc. • Develop criteria and evaluate. • Prepare written step-by-step guidelines. • Update minimum requirements to act and test. • Update process based on research. • Provide training to meet minimum requirements. • Provide education / orientation for testing success.
Funding Estimate	Staff time only

Objective 1D	Continue performance MAPPING processing and evaluate effectiveness.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Track and analyze current MAPPING process. • Conduct annual training to achieve organizational buy-in. • Evaluate effectiveness.
Funding Estimate	Staff time only

Objective 1E	Inform all department members about new workforce plan; request feedback and input; re-evaluate plan based on the growth and needs of the department and community.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Apply Objective 1E to Objectives 1A through 1D. • Remain updated on changing employment laws that may affect the plan.
Funding Estimate	Staff time only

Goal 2 Develop an organizational Information Technology plan.

Objective 2A	Analyze current use of technology by the end-user.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify user groups. • Determine the type and frequency of applications used. • Determine the hardware in use by the user-group. • Identify the skill level required for applications.
Funding Estimate	Staff time only

Objective 2B	Perform a technology inventory currently owned by the department.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Create a list of hardware assets by user. • Create a list of software assets by user. • Identify all infrastructure assets. • Identify all communication assets. • Identify all server software assets. • Identify all server hardware assets.
Funding Estimate	Staff time only

Objective 2C	Conduct a needs assessment.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify questions for target groups. • Identify target groups. • Conduct a survey.
Funding Estimate	Staff time only

Objective 2D	Establish target areas that require improvement.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Analyze needs assessment results. • Analyze technology assessment results. • Analyze use assessment results. • Determine gaps.
Funding Estimate	Staff time only

Objective 2E	Create awareness for the current technologies owned by the department.
Timeframe	2nd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Create how-to videos. • Add help content to Infoportal. • Create links to helpful resources. • Implement online training courses. • Schedule hands-on training.
Funding Estimate	Staff time only

Objective 2F	Perform ongoing evaluation and feedback.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Create performance measures. • Establish ways to submit feedback. • Build surveys asking for response.
Funding Estimate	Staff time only

Goal 3 Develop a Standard of Cover.

Objective 3A	Complete review of current deployment.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Complete detailed description of communities served. • Review of current services provided. • Determine distribution and concentration of current resources. • Measure historical performance (i.e. community baselines). • Review community expectations.
Funding Estimate	Staff time only

Objective 3B	Conduct a risk assessment of communities served.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify and describe risks and hazards of area served. • Describe physical assets protected – type and use (i.e. buildings, hospitals). • Perform a demographic study (population, age, etc.) • Analyze service demand using historical data. • Establish service demand zones.
Funding Estimate	Staff time only

Objective 3C	Measure and analyze system performance using historical data.
Timeframe	2 nd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Define measures to study. • Identify types of data available. • Determine response reliability. • Perform critical task analysis (how many firefighters to do task). • Analyze emergency workload impacts. • Measure unit availability. • Conduct first-due analysis.
Funding Estimate	Staff time only

Objective 3D	Adopt draft performance measure objectives.
Timeframe	2 nd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Compile intelligence to determine service gaps. • Review industry best practices. • Review applicable industry standards. • Evaluate community expectations. • Establish benchmarks. • Establish baselines.
Funding Estimate	Staff time only

Objective 3E	Plan to comply with performance objectives.
Timeframe	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify service gaps. • Reallocate resources if needed. Changes planned prior to bid. • Identify technological components to fill gaps. • Consider budgetary realignment. • Consider logistical impacts.
Funding Estimate	Staff time only

Objective 3F	Adopt and implement Standards of Cover.
Timeframe	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Finalize Standards of Cover. • Organize study session involving Board of Commissioners. • Present to Board of Commissioners for adoption. • Continually update and educate Board of Commissioners on plan progress.
Funding Estimate	Staff time only

Objective 3G	Communicate and educate.
Timeframe	Annually / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Utilize communication plan to distribute information to internal and external stakeholders. • Continue updating and publicize results in meeting goals. • Address any deficiencies.
Funding Estimate	Staff time and minimal office supplies/printing, etc.

Goal 4 Develop a logistics plan for physical resources.

Objective 4A	Complete a comprehensive analysis on existing physical resources.
Objective 4A.1	Facilities
Timeline	3 rd Quarter 2012
Critical Tasks	<ul style="list-style-type: none"> • Conduct a facilities analysis to determine physical condition on all facilities. • Conduct a facilities analysis to determine any maintenance needs. • Conduct a facilities analysis to determine operational functionality for current needs. • Conduct a facilities analysis to determine any safety and security considerations. • Conduct an analysis to identify any current and future facility needs. • Update and revise plan to adapt to changing circumstances.
Funding Estimate	Staff time plus use of outside resource at cost to be determined
Objective 4A.2	Apparatus / Fleet
Timeline	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Conduct an apparatus / fleet analysis to determine current physical condition of the entire vehicle fleet. • Review the current maintenance program. • Review and analyze the efficiency and effectiveness of in-house versus out-sourced maintenance and repair. • Conduct an analysis to determine any safety considerations dealing with fleet vehicles. • Identify current and future apparatus / fleet needs. • Update and revise plan to adapt to changing circumstances and needs.
Funding Estimate	Staff time only
Objective 4A.3	Capital Equipment (>\$5,000)
Timeline	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Conduct analysis to determine current physical condition on all capital equipment. • Review the ongoing maintenance program on capital equipment. • Review all repair information to determine effectiveness and efficiency. • Review and analyze the efficiency and effectiveness of in-house versus out-sourced equipment repair and maintenance. • Review any safety considerations dealing with capital equipment. • Identify current and future equipment needs. • Update and revise plan to adapt to changing circumstances and needs.
Funding Estimate	Staff time only

Objective 4B	Design and implement a plan to resolve physical resource needs.
Objective 4B.1	Facilities
Timeline	2 nd Quarter 2012
Critical Tasks	<ul style="list-style-type: none"> • Select appropriate resources to outline concept, design and priorities for facility repair / replacement. • Select appropriate resources to design, engineer and estimate costs. • Develop bid specifications and go out for bids as appropriate. • Determine surplus and dispose of surplus as appropriate. • Develop appropriate policies to ensure department's infrastructure is adequately maintained. • Periodically review and update plan.
Funding Estimate	Staff time plus use of outside resource at cost to be determined
Objective 4B.2	Apparatus / Fleet
Timeline	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Assemble resources to outline concept, design and priorities for apparatus repair / replacement. • Conduct cost estimation. • Develop bid specifications and go out for bids. • Review and update Equipment Replacement Fund (ERF). • Determine surplus and dispose of surplus as appropriate. • Develop appropriate policies to ensure department's fleet infrastructure is adequately maintained. • Periodically review and update plan.
Funding Estimate	Staff time only
Objective 4B.3	Capital Equipment (>\$5,000)
Timeline	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Assemble resources to outline concept, design and prioritization of equipment repair and replacement. • Prioritize needs. • Determine cost estimates. • Review and update ERF. • Make purchases as funding allows. • Develop appropriate policies to ensure department's capital equipment infrastructure is maintained. • Periodically review and update plan.
Funding Estimate	Staff time only

Objective 4C	Analyze and project future physical resource needs to include facilities, apparatus / fleet, and capital equipment.
Timeframe	6 Months after completion of Objectives 4A and 4B
Critical Tasks	<ul style="list-style-type: none"> • Review Standards of Cover study. • Review Workforce Plan. • Review projected area demographics. • Research potential annexations, mergers and partnerships. • Contact County and City agencies to determine any changes within the District. • Develop a plan for facilities, apparatus and capital equipment based on this information.
Funding Estimate	Staff time plus possible use of outside resource at cost to be determined

Objective 4D	Develop and implement funding strategies for future resource needs to include facilities, apparatus / fleet, and capital equipment.
Timeframe	3 Months after completion of Objective 4C
Critical Tasks	<ul style="list-style-type: none"> • Assemble appropriate resources to analyze and develop appropriate funding mechanisms. • Develop policies to ensure appropriate use of district resources. • Re-evaluate ERF and station maintenance fund.
Funding Estimate	Staff time only

Objective 4E	Orient and educate internal and external stakeholders on facilities, apparatus / fleet and capital equipment.
Timeframe	1 st Quarter 2012
Critical Tasks	<ul style="list-style-type: none"> • Assemble resources necessary to educate internal and external stakeholders. • Provide feedback to stakeholders with information on: <ul style="list-style-type: none"> ○ Current conditions ○ Current and future needs ○ Plan to meet needs ○ Funding mechanisms ○ Benefits of following the plan as developed. • Demonstrate the need for purchases and new or remodeled infrastructure.
Funding Estimate	Staff time only

Goal 5 Develop a system for managing projects.

Objective 5A	Define criteria for using project management system.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Analyze project management system usage in other organizations. • Examine past project management practices. • Identify components of the project management system.
Funding Estimate	Staff time only

Objective 5B	Identify software system to utilize.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Collect information from external organizations and vendors. • Develop selection process based on department needs. • Proceed with purchase or internal design of software system.
Funding Estimate	Between \$0 and \$2500 depending on criteria outlined in Objective 5A

Objective 5C	Develop policy to ensure use of project management system.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Determine expectations. • Prepare draft policy. • Staff review of draft policy. • Inform members of policy and implement.
Funding Estimate	Staff time only

Objective 5D	Identify key items for project management system to track.
Timeframe	1st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Define roles and responsibilities of team members. • Set timelines. • Develop templates, tasks and milestones. • Identify sponsor (tie breaker), task master (project / task manager), and stakeholders. • Identify issues and risks.
Funding Estimate	Staff time only

Objective 5E	Identify the priority hierarchy of project as it relates to the needs of the department.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none">• Identify all current projects.• Coordinate with organizational priorities.• Determine needs and resources of the department as it relates to project priorities.
Funding Estimate	Staff time only

Objective 5F	Train and evaluate the project management system.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none">• Identify key members to train.• Inform all members in the use of the project management system.• Ongoing evaluation of project management system effectiveness.• Include all team members in detailed training prior to the launch of the project.
Funding Estimate	Staff time only

Goal 6

Adopt and incorporate performance standards that support our mission and core values.

Objective 6A	Identify current performance standards and expectations.
Timeframe	2 nd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify the scope and application of performance standards for the department. • Gather information from each division on performance standards and practices (written and assumed). • Analyze provided results. • Determine which standards and practices support department values.
Funding Estimate	Staff time only

Objective 6B	Conduct needs analysis.
Timeframe	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Review industry standards and best practices. • Organize material using fire accreditation model to include all divisions and program areas of organization. • Compare established standards. • Purge, align or create new or revised standards.
Funding Estimate	Cost to train accreditation manager (~\$1500) plus staff time

Objective 6C	Roll out draft standards.
Timeframe	2 nd Quarter 2012
Critical Tasks	<ul style="list-style-type: none"> • Align standards to accepted industry standards. • Identify measures for each standard. • Define baselines and benchmarks. • Organize list of proposed standards. • Incorporate input from divisions and labor. • Revise and finalize list of standards. • Educate user groups for buy-in.
Funding Estimate	Staff time only

Objective 6D	Develop a system for measuring performance.
Timeframe	3rd Quarter 2012
Critical Tasks	<ul style="list-style-type: none"> • Identify existing systems for measuring performance, e.g., annual performance appraisals, training programs, mandatory reporting of business practices. • Develop systems to document performance. • Develop regular reporting to employees, supervisors and managers. • Provide access to reports to supervisors and department-wide. • Educate members on documentation systems.
Funding Estimate	Staff time only

Objective 6E	Re-evaluate systems and standards.
Timeframe	Periodically
Critical Tasks	<ul style="list-style-type: none"> • Collect statistics of reported standards. • Review and realign as necessary while considering feedback from user groups. • Roll out updates.
Funding Estimate	Staff time only

Goal 7 Develop and implement a communications plan.

Objective 7A	Identify District's communications needs.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Identify current means of communication. • Identify the kinds of information that need to be communicated. • Explore alternative means of communication. • Determine who needs to hear what information. • Review policies in place.
Funding Estimate	Staff time only

Objective 7B	Enhance internal communications program.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Determine our most effective modes of communication. • Establish how information should be communicated and by what means. • Establish feedback loop. • Define information tree (say who is responsible for what).
Funding Estimate	Staff time only

Objective 7C	Enhance external communications program.
Timeframe	2 nd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Look at how we communicate externally. • Identify gaps. • Website in different languages. • Update, revise, and reformat our website. • Increase reporting of critical information to media sources. • Develop programs to fill gaps. • Utilize P&E as point of contact for external communications. • Utilize partners in community to transmit information.
Funding Estimate	Staff time only

Objective 7D	Implement and measure effectiveness of plan.
Timeframe	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Educate internal stakeholders on process. • Survey effectiveness of communication channels. • Revise policies based on findings.
Funding Estimate	Staff time only

Goal 8 Develop a consensus on daily operational prioritization.

Objective 8A	Identify operational priorities.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Obtain input from internal stakeholders (from survey) and external stakeholders (information obtained in external stakeholder meeting). • Include labor representatives as appropriate. • Assign appropriate divisions with task of prioritizing divisional work.
Funding Estimate	Staff time only

Objective 8B	Establish operational priority list.
Timeframe	1 st Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Assemble appropriate resources. • Consider community input. • Consider mandated requirements. • Consider costs (i.e. overtime) • Complete list.
Funding Estimate	Staff time only

Objective 8C	Coordinate operational priority list with all divisions.
Timeframe	3 rd Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Support divisions to review priority list. • Develop divisional priority list to support operational priority list. • Compile information and share with Division heads to prioritize new list.
Funding Estimate	Staff time only

Objective 8D	Orient and education members.
Timeframe	4 th Quarter 2011
Critical Tasks	<ul style="list-style-type: none"> • Disseminate information to department members. • Disseminate information to citizens. • Incorporate priorities into budget process.
Funding Estimate	Staff time, cost for newsletter for citizen information, if not already planned

Objective 8E	Re-evaluate.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Monitor compliance. • Monitor effect on core programs. • Review and adjust list as necessary.
Funding Estimate	Staff time only

Performance Measurement “Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

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

Why Measure Performance?

It has been said that:

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

Reinventing Government

David Osborn and Ted Gaebler

In order to establish that CPFR's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

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

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

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

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

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

The Success of the Strategic Plan

CPFR has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of CPFR’s Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of CPFR also has a role and responsibility in this Strategic Plan.

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

Good to Great and the Social Sectors
Jim Collins

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

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

Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AED	Automatic External Defibrillator/Defibrillation
CPR	Cardio Pulmonary Resuscitation
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Facebook	A social networking website established in February 2004 which contains networks organized by workplace, school, or college.
InfoPortal	System which provides online access to relevant information and data for the jurisdiction.
Input	A performance indication where the value of resources are used to produce an output.
Key Performance Indicator	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that, if not implemented properly, would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Management	The monitoring for improvement of performance through the ongoing process of goal-setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Direction	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to, information, facilitation, coordination, technical assistance, or financial assistance.
Telestaff	Automated staffing program used with many Public Safety sectors.
Twitter	Social networking and blogging system that enables users to send and read other user messages.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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APPENDIX

Background Process and Input

The Center for Public Safety Excellence (CPSE) acknowledges CPFR’s External and Internal Stakeholders for their participation and input into the “Community-Driven Strategic Planning Process.” The CPSE also recognizes Fire Chief Doug Willis for his leadership and commitment to this process.



Development of CPFR’s Strategic Plan took place in July 2010, during which time representatives from the CPSE and CPFR held an open meeting where members of the public, or external stakeholders, were invited.

Valuable commentary and useful concerns were collected. Discussion at the meeting revolved around customer concerns, expectations, and comments about the agency. The agency and the

CPSE expresses a special ‘thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 3: CENTRAL PIERCE FIRE & RESCUE External Stakeholder Group

<i>Larry Bargmeyer</i>	<i>Ralph Dannenberg</i>	<i>Janice Doyle</i>	<i>Mike Esher</i>
<i>Livingston Filimaua</i>	<i>Marysusan Gibson</i>	<i>Greg Gormley</i>	<i>Mari Lou Holland</i>
<i>Bryan Jeter</i>	<i>Doug Klemp</i>	<i>Doug Kotrba</i>	<i>Karen McNamara</i>
<i>Bud Metzger</i>	<i>Willie Painter</i>	<i>Chung Hoon Park</i>	<i>Carolyn Pendergrass</i>
<i>Lee Pendergrass</i>	<i>Stephanie Roberts</i>	<i>Chris Rock</i>	<i>Betsy Stubbs</i>
<i>Dave Sunich</i>	<i>Phyllis Van Winkle</i>	<i>Jon Walls</i>	<i>Jennifer Wamboldt</i>
<i>Jeff Wilgus</i>		<i>Lorraine Wilson</i>	

External Stakeholder Group Findings



A key element of CPFR’s organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present services provided, but also on priorities for the future.

Customer Priorities

In order to dedicate time, energy, and resources on services most desired by its customers, CPFR needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison.

Table 4: Customer Service Priorities of CENTRAL PIERCE FIRE & RESCUE

SERVICES	RANKING	SCORE
Fire Suppression	1	156
Emergency Medical Services	2	142
Technical Rescue	3	116
Hazardous Materials Mitigation	4	93
Fire Prevention	5	83
Domestic Preparedness Planning and Response	6	53
Public Fire / EMS Safety Education	7	47
Fire Investigation	8	38

Customer Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. Following are the expectations of the community's External Stakeholders:

Table 5: Verbatim Customer Expectations of CENTRAL PIERCE FIRE & RESCUE (in priority order)

1. Arrive immediately when we need you.
2. Well trained professional staff.
3. Communicate with the public frequently (publicize progress in all eight services).
4. Professionalism.
5. Courteous, customer-oriented personnel.
6. Strong technical skills.
7. Bring adequate help.
8. Clinical and technical excellence
9. Community involvement.
10. Have equipment in operating order.
11. Strong presence in the community.
12. Be efficient with equipment and personnel (could smaller be better?).
13. Enforce codes.
14. Planning and training for threats to life and property.
15. Sufficient resources to meet the community's needs.
16. Technical support to schools and businesses regarding planning and preparedness.
17. Take charge of the situation.
18. Training exercises with other communities.
19. To have well educated, qualified personnel.
20. To have effective communications with schools and businesses.
21. Be an example within the community.
22. Clear and concise communications with the public.
23. To have a friendly demeanor.
24. To be able to speak Spanish and English.
25. To have a professional appearance.
26. To demonstrate a positive bedside manner.
27. Provide high quality services.
28. To demonstrate sensitivity when dealing with medical emergencies.
29. To have professional development and advancement within the organization.
30. Active participation in community partnerships.
31. Support for training in school district health services.
32. Prepare the public for emergencies.
33. To be patient with victims of emergencies.
34. Responsible use of funds.
35. Representative for school district disaster preparedness.
36. Knowledgeable, skilled and confident personnel.
37. Provide first aid, CPR and AED classes.

Areas of Customer Concern

The Community-Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 6: Verbatim Areas of Customer Concern of CENTRAL PIERCE FIRE & RESCUE

• Having to divert emergency vehicles from one hospital to the next.
• Concern for firefighter and EMT safety on busy, crowded streets.
• While our department has been great at advocating for higher-density design standards, it meets resistance from Master Builder associations.
• While our department has been advocating for more efficient and safer road-design standards, it meets resistance from local government and builders.
• Medic units with two paramedics instead of three.
• Staffing levels.
• Medic units with[out] territorial familiarity.
• Misconceptions regarding age and ability of patients.
• Moving medic unit areas less geographically favorable.
• Do budget issues affect response time and limit availability?
• Is equipment placed to match geographic matters (i.e. tall ladders near tall buildings and four-wheel drive vehicles near wooded and pasture areas)?
• Should Fire Commissioners represent districts or neighborhoods now that the District is larger?
• Is there an easily identifiable person for citizens to call with questions?
• Sometimes those responding to a call appear to be put out when the situation appears insignificant to them though not the caller.
• Why do both fire trucks and ambulances have to come?
• Are fires from fireworks a problem here?
• Is two blocks away too far for a hydrant?
• Is the response time in Puyallup Valley longer since becoming part of Central Pierce?
• Is the Fire Administration top-heavy?
• Are all areas of the District equally covered geographically?
• Facilities require upgrade or replacement (Parkland Fire Station).
• Ability to maintain levels of service given the economy.
• More frequent community education opportunities.
• Communications with households.
• The distance of the fire station.
• Minimum number of personnel on duty.
• Staffing levels in general on apparatus.
• 911 answering point transfers twice in the North Puyallup area.
• Communications with non-English speaking persons.

• Solutions for fire problem.
• Problems with community input and connectivity to the fire department.
• Language barrier translators.
• Effective organization resource sharing.
• That our money is being spent wisely.
• Seamless transition when merging with other fire departments or districts.
• Do current district boundaries support maximum efficiency of available resources?
• Is the Department working with other departments to obtain organizational and funding efficiencies?
• Has an independent performance audit been performed on this department?
• How do the statistics for injury [resulting in] early medical retirement compare to county, state and national norms?
• Does the hiring process always support hiring the best qualified individual or are arbitrary quotas imposed?
• Response time in the outlying county areas (not enough staff to cover the job).
• Monitoring overtime.
• Stability and sufficiency of funding.
• How do we communicate when we call 911 that we have an extreme emergency?
• It is important to get a return call or email.
• Newer drivers and crews don't always know buildings or gates.
• More face time with citizens and administration of City of Puyallup.
• What are the CPFR expectations and comparisons regarding the effect of adding the City of Puyallup?
• Union's political activity (I know there isn't much that can be done because they have rights, but their point of view can reflect poorly on the department).

Positive Customer Feedback



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

The external stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 7: Positive Customer Verbatim Comments about CENTRAL PIERCE FIRE & RESCUE

• The crews are knowledgeable as well as kind and respectful to consumers.
• Thanks to all for supporting the South Hill Community Council’s tree lighting.
• Thank you for community outreach by participating in pancake feeds, community events and personal safety education.
• Willingness to partner with the community to achieve excellent results.
• Positive, caring, compassionate staff.
• Availability to troubleshoot incidents as needed.
• Quick, positive response to questions and concerns.
• Response time with adequate resources has improved since the merger with Puyallup.
• I like that extra vehicles arrive at major fires for manpower.
• It was good to get Puyallup city government out of fire decisions.
• No matter how many times they are needed, they always respond.
• I appreciate that when you are doing any prevention-type work, that you are trying to make us better for the long term.
• You are more than willing to participate in community events.
• Every interaction has been positive.
• Central Pierce Fire & Rescue is a top-notch, fiscally responsible, service-oriented, well-trained organization made up of professional and friendly people.
• Quick response times.
• Strong presence in the community.
• CPFR leaders are very involved with local community efforts.
• A tremendous resource to schools.
• Qualified and caring personnel.
• High visibility around town.
• Very friendly.
• Satisfactory response time.

• Quality care.
• Professional advancement.
• Timely responses.
• Respectful.
• Patient.
• Great communications – very open transparent organization.
• Great user-friendly website.
• Professionalism of Board and board meeting.
• Well-oiled machine.
• Fire personnel present themselves very professionally.
• EMS services are outstanding – responders are professional, caring, considerate.
• Fire response is immediate and professional.
• Assistance oriented.
• Community centered.
• Appears well-governed and managed.
• Responsive and professional.
• My limited personal experiences with CPFR have all been positive.
• Participation and encouragement of community partnerships.
• Strong focus on training, learning and skill development.
• Responsive leadership.
• Visible presence in the community.
• Professional demeanor.
• Good community involvement.
• Courteous (my experience as a patient was very positive).
• Quality friendly staff.
• Management staff.
• Dedicated and confident in duties.
• Great employees.
• Easy to work with.
• Outstanding leadership.

Other Thoughts and Comments

The External Stakeholders were asked to share any other comments they had about CPFR or its services. The following written comments were received:

Table 8: External Stakeholders’ Verbatim Comments about CENTRAL PIERCE FIRE & RESCUE

<ul style="list-style-type: none"> • CPFR is an outstanding organization. I appreciate their dedication to customer service.
<ul style="list-style-type: none"> • My experience with CPFR (one time) has been good. Command staff has been open to discuss items of mutual interest. Comments I have heard – good department. Involvement in community activities has been good.
<ul style="list-style-type: none"> • Thanks for involving the community in this process. From an “outsider” point of view, it seems like you are an effective, well-run organization. Keep up the good work.
<ul style="list-style-type: none"> • Some confusion exists about how coverage is now organized (used to be City / County. Now combined?) Response in the city has been outstanding (not much experience within the county).
<ul style="list-style-type: none"> • I think the department is doing a great job and I love the local leadership coming from the local communities. Both present and past chiefs.
<ul style="list-style-type: none"> • Bilingual would be a great addition for seniors or different cultural backgrounds.
<ul style="list-style-type: none"> • I would suggest community (fire station) facilitated meetings with each of the surrounding neighborhoods.
<ul style="list-style-type: none"> • Volunteer firefighter program that promotes entry-level employment.
<ul style="list-style-type: none"> • Overall, I am very pleased with the fire department. They have always been friendly and patient even though the call was a non-emergency. We always appreciate the effort that they provide. Thanks!
<ul style="list-style-type: none"> • I am concerned that CPFR is thinking of eliminating the station on Pioneer, downtown Puyallup. We need to continue service from that general area, as well as keep a station north of the railroad tracks.
<ul style="list-style-type: none"> • Our department is well educated, has good run times, is accessible to the public. They are stymied by builder interests and politics. My only concern is that they continue their quality work in the face of combining with other departments.
<ul style="list-style-type: none"> • Provide greater environmental public safety observation (anecdotal: for a number of days, large holes were not filled in around “manhole” covers at 128th and 86th. When a citizen contacted the county, the “circle holes” were filled. Yet for 72 hours, fire trucks, EMT and Sheriffs had to have driven by).
<ul style="list-style-type: none"> • I regard the following as very important: This community focus group looks largely Caucasian. As PIO for one of the school districts served by CPFR, I can say that this focus group is not a representative cross-section of the community – ethnically or socioeconomically. For instance, my district has 37 different languages spoken in households. Certainly, they will have a different perspective in response to these focus group questions. Thanks for considering.

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days immediately following the external stakeholder session. Those sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on CPFR’s Mission, Values, Core Programs, and Supporting Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats.

The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below. Their participation and invaluable insights were essential in the challenge to develop a quality product.

Table 9: CENTRAL PIERCE FIRE & RESCUE Internal Stakeholders

<i>Baron Banks Assistant Chief</i>	<i>Mike Bellerive Firefighter</i>	<i>Vicky Carlsen Chief Financial Officer</i>	<i>Stephany Carter- Hoskinson Financial Analyst</i>
<i>Rich Coleman Commissioner</i>	<i>Pat Donovan Assistant Chief</i>	<i>Randal Groat Firefighter Paramedic</i>	<i>Ed Hrivnak Firefighter</i>
<i>Bob Hudspeth Battalion Chief</i>	<i>Karen Johnson HR Manager</i>	<i>Judy Murphy EMS Administrator</i>	<i>Ruth Obadal Deputy Chief</i>
<i>Bryan Pearson Assistant Chief</i>	<i>Guy Pennington Captain</i>	<i>David Ragsdale Firefighter</i>	<i>Mike Roley Firefighter</i>
<i>Adam Rosenlund Lieutenant Paramedic</i>	<i>Randy Stephens Assistant Chief</i>	<i>Noah Tchobanoff Firefighter</i>	<i>David Travis IT Manager</i>
<i>Sue Tucker Battalion Chief</i>	<i>Doug Willis Fire Chief</i>	<i>Keith Wright Deputy Chief</i>	

CENTRAL PIERCE FIRE & RESCUE Internal Stakeholders Group



S.W.O.T. Analysis

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

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of CPFR as follows:

Table 12: CENTRAL PIERCE FIRE & RESCUE Strengths

Well trained people	Accept change
Increasing utilization of technology in daily operations <ul style="list-style-type: none"> • Telestaff • IFAS • MDC's • Etc. 	Internal structure with: <ul style="list-style-type: none"> • Information Technology (IT) • Central Stores • Equipment Shop • Human Resources (HR) • Finance • Administrative Support
Solid core of leaders	
Experienced workforce	Labor / Management relationship
Quality personnel	Wellness / Fitness program
Proactive approach to health safety	No debt
Progressive	Modern apparatus and equipment
Dedicated workforce	Revenue – diversity
Customer service and community support	<ul style="list-style-type: none"> • FBC • Transport fees • Property tax levies
Strong internal financial controls	
“Can Do” attitude with our employees	
Supportive leadership	Supportive Board of Fire Commissioners
Depth of resources	Caring culture
Increasing number of employees that have higher formal education	Commitment to career advancement when funding allows

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

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

Table 13: CENTRAL PIERCE FIRE & RESCUE Weaknesses

Limited training opportunities for non-uniformed personnel	Inconsistent contacts for equipment support
No central clearinghouse for information – rumor control	Communications challenged in larger organizations – floating assignments
No succession planning established to deal with retirement turnover	Complacency – overconfidence
Lack of acceptance if you’re not part of a group	Officer accountability
Shift / crew inconsistency in operational activities	Span of control on projects overwhelming – too much happening and no plan
No consistent process for project management	Lack of cultural understanding beyond own culture
Don’t utilize our current technology resources to full potential	Better time management (poor) – resource management
Medic unit coverage – run out of medic units	Lack of ongoing fitness standards
Policy implementation follow-through	Lack of diversity
Accuracy of training reports and quality and accuracy of incident reports	Sick leave misuse
Operational span of control	Personnel staffing inadequacies
Facility maintenance and improvement funding	Recent large turnover of senior staff
Experience extremes in the organization	Lack of support for participation in external fire organizations
Lack of employee connection with the community	Poor bedside manner – lack of consistency in customer relations
Officer development not structured	Conflicting organizational dynamic priorities
Brand standardization / clearinghouse	

Opportunities



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

Table 14: CENTRAL PIERCE FIRE & RESCUE Opportunities

Partnership with other agencies	Potential mergers with other fire agencies
Grants	Provide district-wide code enforcement and investigations
Consider longer term EMS levy for financial stability	Borderless responses
Enhance E-government communications	Advertising / Public Relations
Utilize community citizens to expand programs – unused resource	Community outreach
Corporate sponsorship	Press release – electronic communication – toot our horn – Facebook / Twitter
Cooperative purchasing between departments	Marketing and branding options
Neighborhood / community branding apparatus	Expand / enhance community support
Command Training Center in Olympia – encourage use	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

Table 15: CENTRAL PIERCE FIRE & RESCUE Threats

Economy	Regulations – unfunded mandates
Funding / Revenue	Increased operating expenses
<ul style="list-style-type: none"> • Lower A/V • FBC • EMS Levy • Decreased transport revenue • Citizen-driven initiatives • Businesses moving 	<ul style="list-style-type: none"> • Increased fuel cost / supplies • Employee benefits (insurance costs)
	Natural and manmade disasters / pandemic
	Loss of public confidence
	Shrinking boundaries due to annexation (Tacoma / Lakewood)
Military bases	Increase in violent crimes against Public Safety
<ul style="list-style-type: none"> • Possible base closure would reduce population • Possible base attack • Expanding/contracting troop strengths 	Decrease in state / county mental health programs
	Aging population / General health issues (obesity, diabetes)
De-annexation of the City of Puyallup	Changing healthcare laws
Environmental regulations (changes impacting cost of vehicles / buildings)	<ul style="list-style-type: none"> • Increase in calls • Decrease in revenue/transport
Litigation liabilities	Privatization
Too large percentage of revenue based on voter approval	Impacts of other governmental agencies shrinkage
Dispatch issues	Public Safety Answering Points (PSAP)
Bad press (on and off duty actions) – technology – viral spread of bad decisions or acts (YouTube and Twitter)	

Programs and Services

CPFR Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver their core programs:

Table 10: Core Programs

• Fire Suppression
• Emergency Medical Services
• Technical Rescue
• Hazardous Materials Mitigation
• Public Information and Education
• Prevention and Code Compliance

Table 11: Support Services

• Training	• Information Technology	• Finance
• Human Resources	• Regional Aviation	• Rehab
• Logistics <ul style="list-style-type: none"> ○ Facilities ○ Apparatus ○ Equipment ○ Tools ○ Central Stores 	• Dispatch – Tacoma Fire Department and LESA	• Pierce County Fire Marshal’s Office (county area only) <ul style="list-style-type: none"> ○ Fire Investigations ○ Code Enforcement within the county
	• Department of Emergency Management (DEM) <ul style="list-style-type: none"> ○ Pierce County ○ Puyallup 	• Law Enforcement <ul style="list-style-type: none"> ○ Pierce County Sheriff ○ State Patrol ○ Puyallup Police Department
• Medical Control	• Public Works	
• Chaplain	• Governance Support	
• Water Purveyors	• Department of Ecology	
• Mutual / Automatic Aid Agencies	• State / County / City Health Departments	• Employee Assistance Program (EAP)
• Wellness and Fitness	• Hospitals	• Labor Groups
• Electric Utility	• Gas Utility	• Professional Associations

Critical Issues and Service Gaps

After reviewing CPFR’s core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the Internal Stakeholders identified the primary critical issues and service gaps that face CPFR. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of CPFR.

The list below reflects the issues and gaps identified by the Internal Stakeholders that need to be addressed in order to provide the levels of service it has pledged itself to fulfill.

Table 16: Critical Issues of CENTRAL PIERCE FIRE & RESCUE

Communications	Accountability
Workforce Planning	Organizational priorities
Project Management system	Standards of Cover

Table 17: Service Gaps of CENTRAL PIERCE FIRE & RESCUE

Communications	Staffing
Technology	Accountability
Training	Project Management
Physical Resources	

Internal stakeholders conducting a work session

