

**CENTRAL PIERCE FIRE & RESCUE  
PIERCE COUNTY FIRE DISTRICT NO. 6  
BOARD OF COMMISSIONERS  
SPECIAL MEETING - STRATEGIC PLANNING  
June 9, 2018**

**CALL TO ORDER**

Chair Willis called the Special Meeting of the Board of Commissioners for Pierce County Fire District No. 6 to order at 9:00 a.m., at Pierce College – College Center Building, 1601 – 39<sup>th</sup> Ave SE, Puyallup, WA 98374. Present were: Commissioners Willis, Coleman, Eckroth, Stringfellow and Holm, Fire Chief Olson, Deputy Chief Donovan, Assistant Chiefs Juarez, Beckman, Karns, Overby, Jackson and Stueve, Finance Director Robacker, Information Technology Director Travis, Human Resources Director Martinson, OPEIU Rep. Carter-Hoskinson, Local 726 Vice President James and Executive Assistant Porter, recorder.

**PLEDGE OF ALLEGIANCE**

Chair Willis led the flag salute.

**APPROVAL OF AGENDA**

Commissioner Eckroth moved and Commissioner Coleman seconded to approve the agenda. **MOTION CARRIED.**

**STRATEGIC PLANNING**

Chief Olson welcomed everyone and reviewed upcoming topics for discussion. He introduced Don Bivins of Emergency Services Consulting International (ESCI). Mr. Bivins provided a PowerPoint presentation on the planning process to-date and addressed questions. A copy of the presentation slides are attached.

Chief Olson explained the process moving forward and requested that the Board formally adopt the plan once complete.

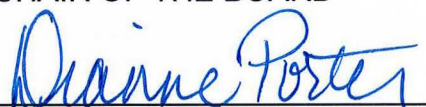
**ADJOURNMENT**


There being no further business, Commissioner Holm moved and Commissioner Eckroth seconded to adjourn the meeting. **MOTION CARRIED.**

The meeting adjourned at 1:18 p.m.

  
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BOB WILLIS  
CHAIR OF THE BOARD


  
\_\_\_\_\_  
TANYA ROBACKER  
DISTRICT SECRETARY

  
\_\_\_\_\_  
DIANNE PORTER  
RECORDER



**Central Pierce Fire & Rescue  
Board Retreat**

**STRATEGIC PLAN PREVIEW**



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## Strategic Plan Format

### Conduct Allied Agency Interviews (May 3-4):

- |                    |                   |
|--------------------|-------------------|
| • West Pierce FD   | East Pierce FD    |
| • Tacoma FD        | South Pierce FD   |
| • Graham FD        | Orting Valley FD  |
| • Pierce County SO | South Sound 911   |
| • Puyallup PD      | Pierce County DEM |

### Phone Interviews (yet to be conducted):

- Kevin Yamamoto, Puyallup City Manager
- Dr. Steven Friedrich, CPF&R Physician Advisor



## Strategic Plan Format

### Administered Anonymous Internal Survey (May 7-22)

195 Respondents (63.9%)

Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
Three to ten years	17%
Ten to twenty years	36%
<b>More than twenty years</b>	<b>47%</b>
<i>Total Years of Service at Central Pierce Fire Rescue:</i>	
Zero to five years	20%
Six to ten years	10%
<b>Ten to twenty years</b>	<b>36%</b>
More than twenty years	34%
<i>Current Position:</i>	
Command Staff	9%
Company Officer	20%
<b>Line Staff</b>	<b>55%</b>
Support Staff	15%



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## Strategic Plan Format

### Conduct Two Citizen Forums (May 30th at 1300 and 1700 hours):

- Twenty invited to each session
- 13 attended the afternoon session
- 3 attended the evening session
- Chief Olson presented District overview
- Q&A afterward
- Chief and Staff excused for remaining session to avoid influence
- Facilitated attendees through structured survey
- Shared results with attendees at end of each session



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## Internal Workshop (20 attendees)

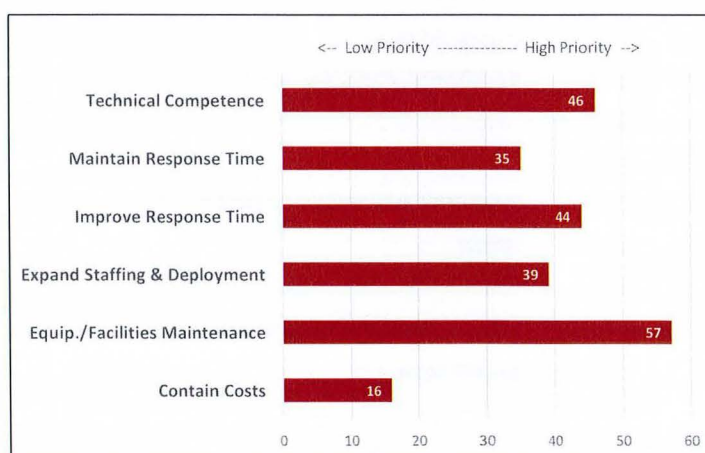
Fire Chief	Dan Olson
DC Administration	Pat Donovan
AC EMS	Dan Beckman
AC Logistics	Russ Karns
AC Training	Woody Juarez
AC Prevention and Education	Guy Overby
BC	Jim McAdams
BC	Radcliffe McKenzie
Captain	Brian Caldier
Captain/AC Ops Eff 6/1	Eric Stueve
Lt.	Mike Auvil
Firefighter	Mike Bellerive
Firefighter	Ryan Burke
Firefighter/Paramedic	Steve Hammond
Finance Director	Tanya Robacker
Local 726 VP	Aaron James
Local 726 Sec/Treas	Kevin Hucke
OPEIU	Stephany Carter-Hoskinson
Administration	Dianne Porter
Community Services Volunteer	Roger Cooley



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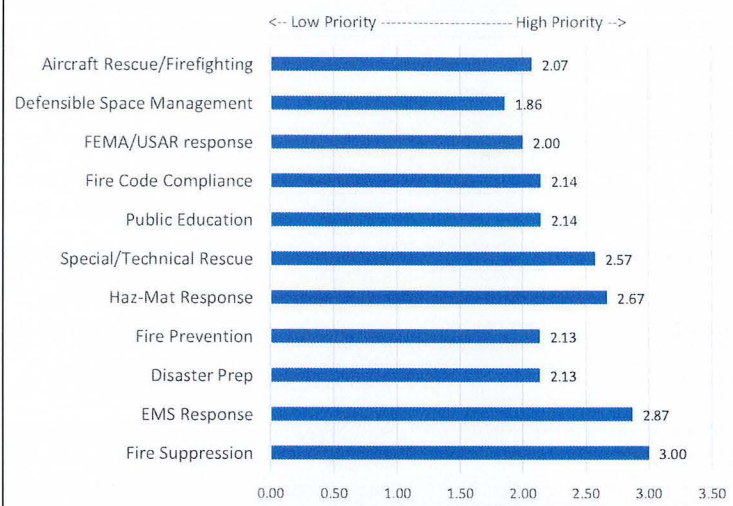
## Presented Citizen Forum Results



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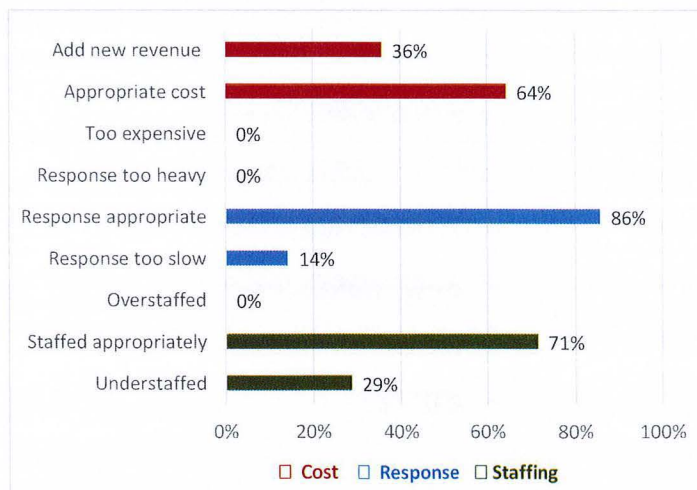
## Presented Citizen Forum Results



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## Presented Citizen Forum Results



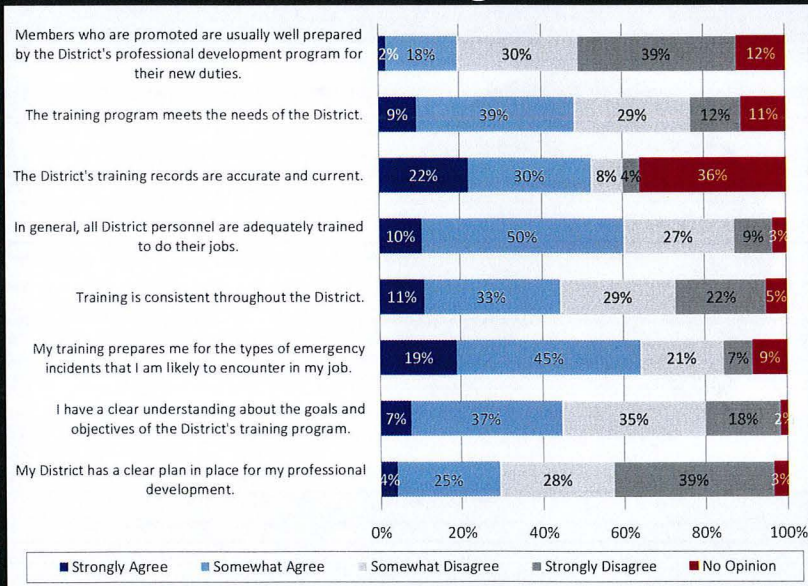
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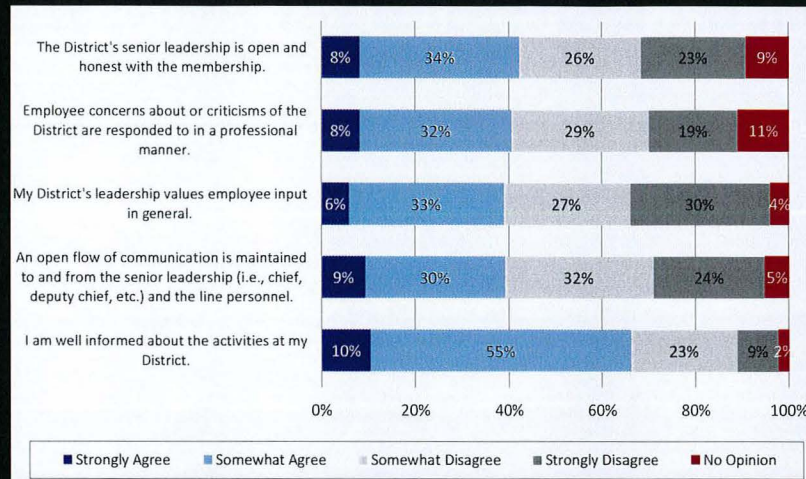


## INTERNAL SURVEY RESULTS

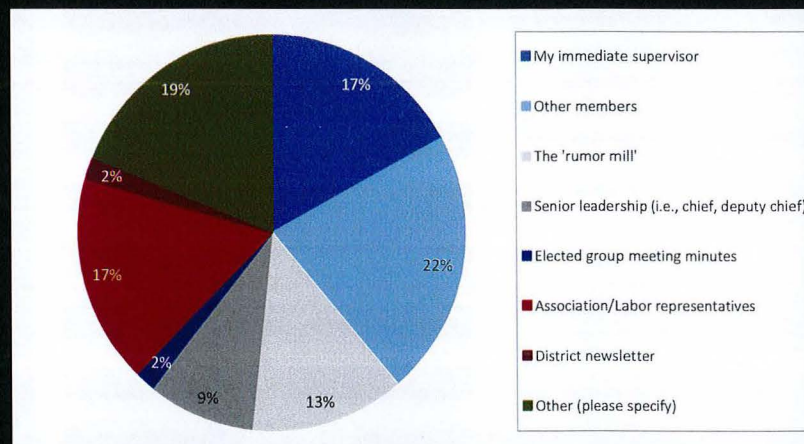
### Training



## Communication

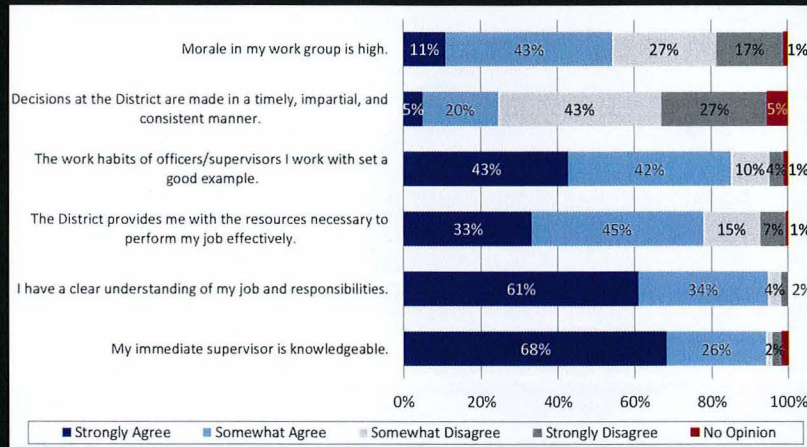


## Sources of Information

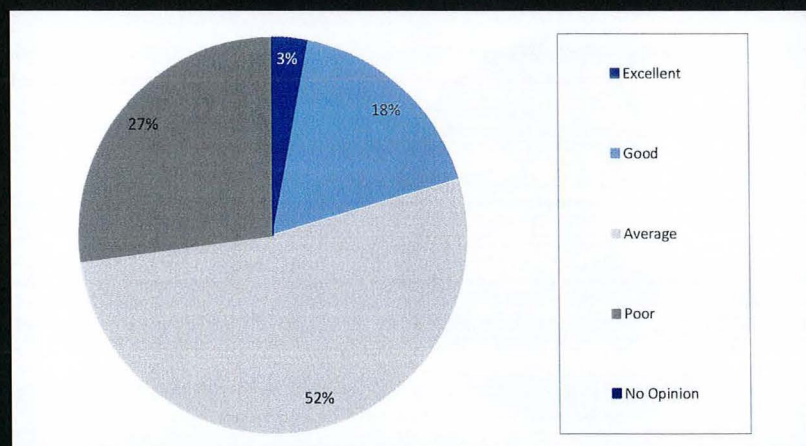




## Work Environment

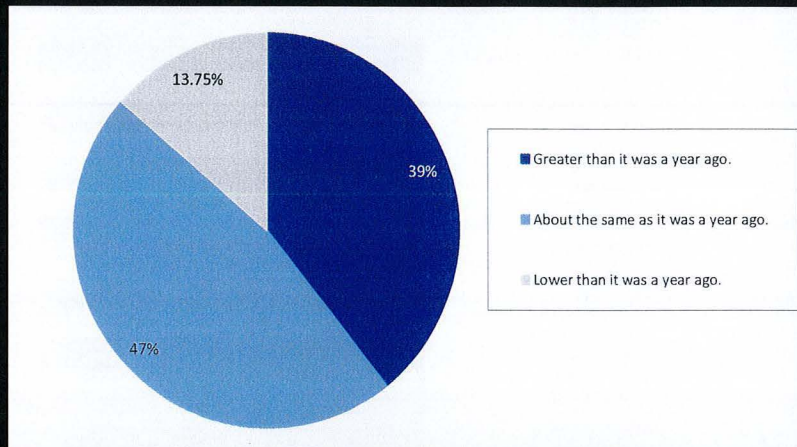


## Perceived Department Morale

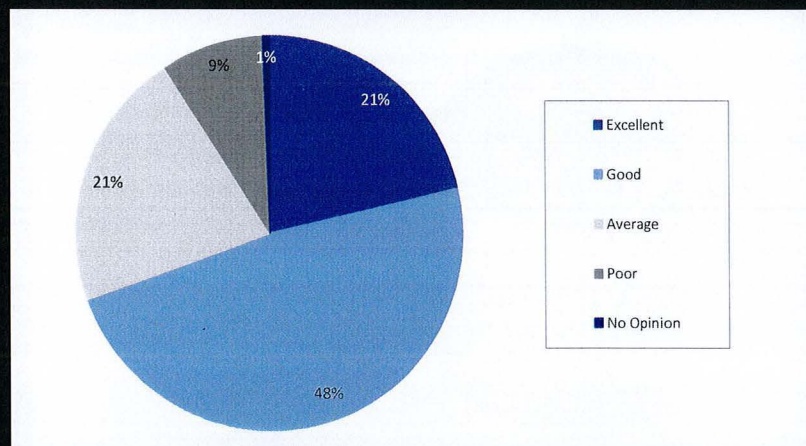




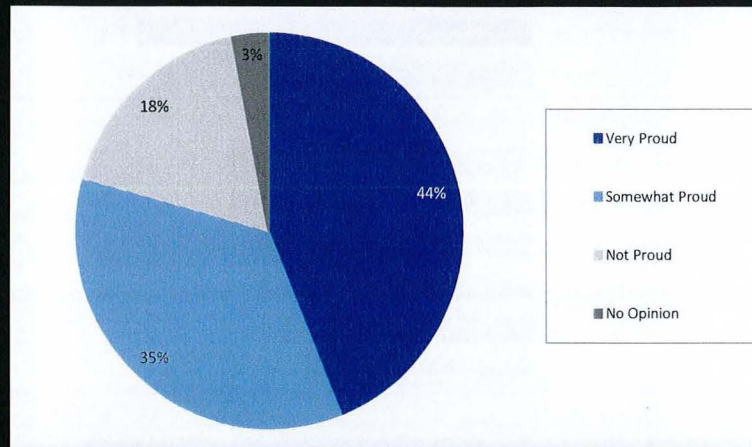
## Perceived Employee Morale



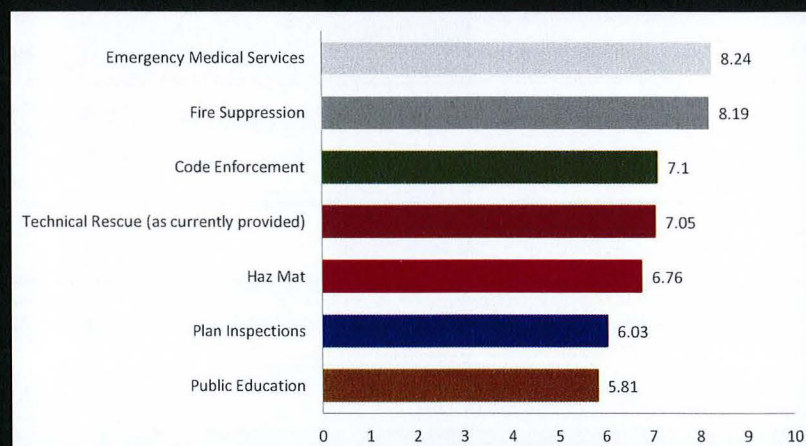
## Rating of Personal Work Environment



## Member Pride

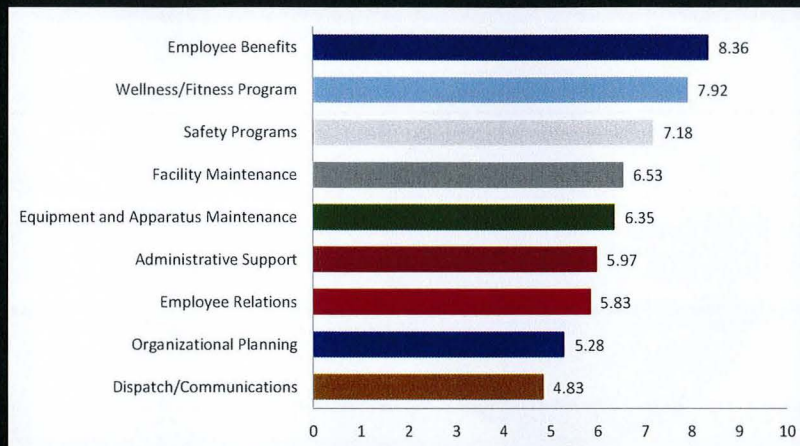


## How would you rate the following external services and programs provided to the public by the department?

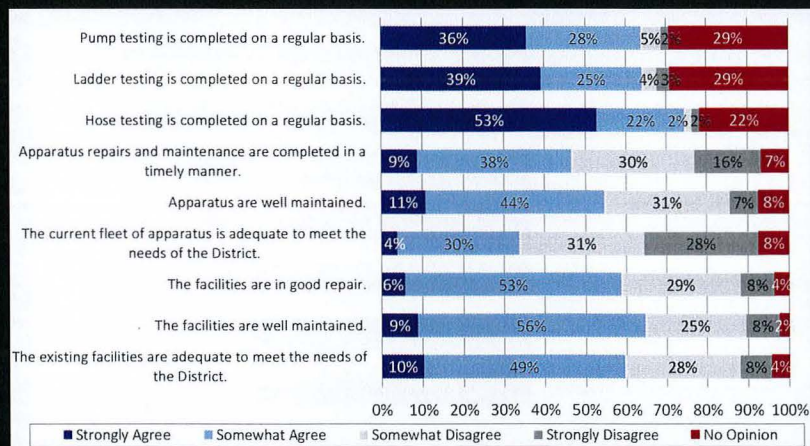




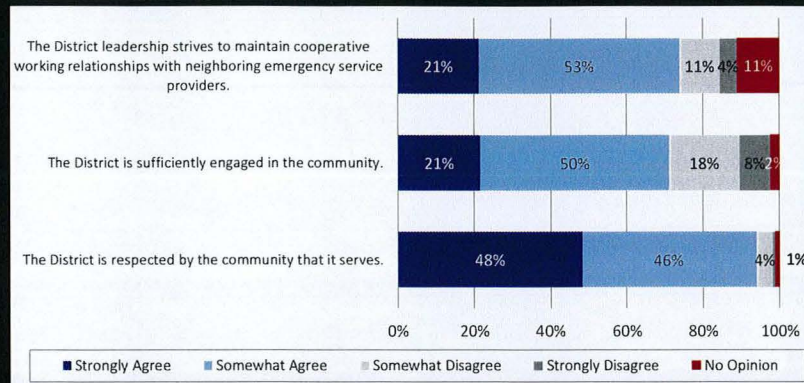
### How would you rate the following internal services and processes provided by the department?



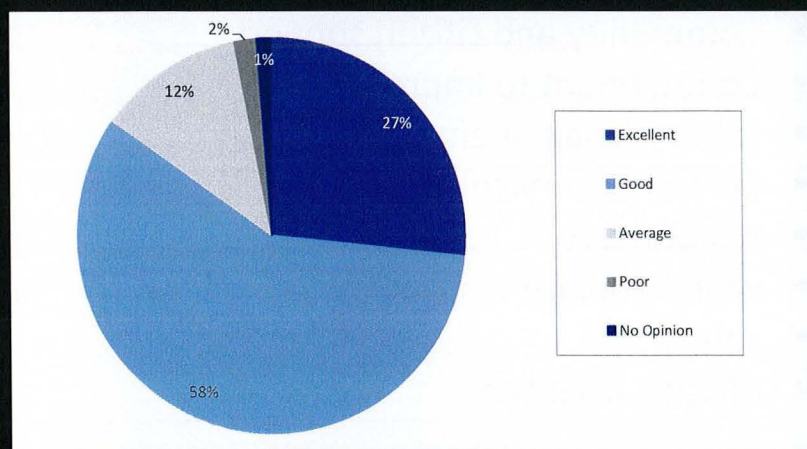
### Facilities and Apparatus



## Department's Community Relations



## What is the community's overall image of Central Pierce Fire & Rescue?





## SWOT Results

### Strengths

- People and relationships
- Community and citizen support
- Commitment to improvement
- Labor management
- Customer service
- Adaptability
- Professionalism
- Safety
- Mission oriented

## Weaknesses

- Lack of mentoring, leading, succession plan
- Communication
- Internal conflict resolution
- Employee sense of value
- Lack of consistency
- Current culture
- Resource allocation
- Underutilizing membership talent
- Lack of unified leadership
- Low acuity calls

## Opportunities

- Increase staffing and response
- Training/education
- Employee officer development
- Mentoring
- More diverse backgrounds
- Innovation
- Alternate funding options
- Strategic plan implementation



### Opportunities, continued

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- Increased reliance on technology
- Reviewing dispatch
- System overhaul
- Partnering with other agencies
- EMS restructure
- Standards of Cover
- Community engagement
- Opportunity to fix culture



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### Threat

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- Red funding
- Increase in retirement
- Lack of voter/community support
- Lack of succession planning
- Growth of calls
- Firefighter burnout
- Lack of fire district influence in community planning and code adoption



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### Threat, continued

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- Hazard profile
- Complacency
- Stagnation
- Dispatch
- Low acuity calls
- Not addressing poor morale



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**Mission  
Vision  
Values**



## Mission Statement (Core Purpose)

### Current

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

### New

Effectively respond, continuously improve, compassionately serve.



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## Vision Statement (Compelling Future)

### Current

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.



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## Vision Statement (Compelling Future)

### New

Our vision is to be an organization that is:

- Dedicated to internal and external customer service
- Committed to professional development
- Innovative and adaptable
- Determined to meet or exceed industry best practices
- Supporting of a culture of health, wellness, and safety
- Recognized as a regional leader
- Committed to systems and processes that are consistent and provide accountability
- Financially sustainable

## Values Statement (How do we treat each other)

### Current

**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.



### Values Statement (How do we treat each other)....

#### New

- **Commitment to Excellence**
  - Technical proficiency
  - Multidirectional, clear communication
  - Work ethic
  - Dependability
  - Promoting positive culture
  - Pride in self, organization, and profession
- **Respect**
  - Tactful – right time, place, and topic
  - Candor – timely and to the point
  - Talk only about what you know to be true
  - Professional
  - Principles – discussion of principles, not politics or personality

### Values Statement (How do we treat each other) – continued.....

#### New

- **Trust(worthiness)**
  - Demonstrate confidence in staff through acknowledgement & feedback
  - Assume positive intent
  - Establish and maintain open communication
- **Integrity**
  - Do the right thing even when no one is watching
  - Don't lie, cheat, or steal
  - Do what you said you would do
  - Own mistakes and accept feedback
  - Uncompromising in moral and ethical values

**Values Statement (How do we treat each other) -  
continued**

**New**

- **Competence and professionalism**
  - Consistency
  - Lifelong learner
  - Appearance and conduct
  - Job knowledge
  - Accountability
  - Mentoring
  - Integrity in all we do
  - Confidence in self and others
- **Compassion and selflessness**
  - Demonstrate empathy
  - Actively listen
  - Duty before self
  - Commitment to humanity and dignity



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## Initiatives & Goals



## **Initiative 1: Culture and Communication**

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### **Goals**

- **Improve internal communication**
- **Develop an appropriate department culture**
- **Understand and improve interpersonal dynamics**
- **Improve member recognition**
- **Comply with policies and standards**

## **Initiative 1: Culture and Communication**

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### **Outcomes**

- **A more informed membership that has an avenue for feedback.**
- **An organization with a healthy culture in line with our mission, vision, and values.**
- **Increased morale and performance.**
- **Buy-in from all members.**
- **Policies and standards are relevant and complied with.**

## Initiative 2: Financial Sustainability

### Goals

- Ensure stability of equipment and facilities
- Review current and alternative revenue sources
- Maintain voter support
- Forecasting and economic outlook

## Initiative 2: Financial Sustainability

### Outcomes

- All facilities and equipment are maintained and tracked.
- More revenue
- Engaged community that is supportive and understanding of our needs and capabilities.
- An economic plan with flexibility that guides the budgeting process



## **Initiative 3: Professional Development**

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### Goals

- Develop and adopt a succession plan.
- Create and implement career paths.
- Develop and rollout position-specific enhancements.

## **Initiative 3: Professional Development**

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### Outcomes

- Members prepared to fill roles in the organization.
- Well defined career paths.
- Increased work satisfaction and performance.

#### **Initiative 4: Prevention, Education, and Operations**

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##### **Goals**

- Reduce community risk.
- Develop district wide community prevention and education program.
- Influence community planning within the district.
- Develop and implement a master plan.



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#### **Initiative 4: Prevention, Education, and Operations**

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##### **Outcomes**

- Reduction in community injury, illness, and property loss.
- Decrease in incidents of problems initially identified.
- Highest risks identified and addressed.
- The District is prepared for growth.



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## Initiative 5: Marketing and Outreach

### Goals

- Develop and adopt a comprehensive community outreach plan.
- Improve organization's media presence.
- Improve roles and relationships with government agencies and entities.

## Initiative 5: Marketing and Outreach

### Outcomes

- Well informed community that is engaged and understands our capabilities.
- The CGRO is deployed and is communicating with media on behalf of CPFR.
- Roles and relationships with other groups have improved.

## **Initiative 6: Regionalization and Cooperation**

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### Goals

- Seek partnerships that create efficiencies.
- Develop consistency between regional partners.
- Increase influence regionally.

## **Initiative 6: Regionalization and Cooperation**

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### Outcomes

- Win-win solutions have been implemented.
- Response procedures with regional partners have been narrowed.
- CPF&R is recognized as an industry leader.



## Next Steps

### Next Steps

- Factor in Board feedback
- Compile draft report for internal planning team review
- Develop implementation strategy
- Strategic Plan adopted/accepted by Board and published
- Task Teams populated for each goal set
- Implement plan, report progress regularly
- ESCI to meet annually with convened internal planning team for review & update

**QUESTIONS?**

**Thank you!**