



Central Pierce Fire & Rescue

Washington

STRATEGIC PLAN

2018

ESCI Emergency Services
Consulting International

Providing Expertise and Guidance that Enhances Community Safety

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070



Table of Contents

Acknowledgements	1
Letter from Local 726	3
Letter from the Fire Chief	4
Letter from the Board	5
Planning Methodology	6
Citizen Forum Results	7
Fire Department Staff Survey Results	10
Mission, Vision, and Guiding Principles	24
Mission	24
Vision	24
Values	25
Environmental Scan	27
Strengths	27
Weaknesses	27
Opportunities	28
Threats	28
Definition of Terms	29
Strategic Plan	30
Initiative 1 – Culture and Communication	30
Initiative 2 – Financial Sustainability	33
Initiative 3 – Professional Development	34
Initiative 4 – Prevention, Education, and Operations	36
Initiative 5 – Marketing and Outreach	39
Initiative 6 – Regionalization and Cooperation	41
Implementation Methodology	43
Appendix A – Internal SWOT Feedback	46
Appendix B – Timeline	55
Appendix C – Status & Accountability	62
Appendix D – Task Worksheet	71



ACKNOWLEDGEMENTS

Emergency Services Consulting International (ESCI) was contracted by Central Pierce Fire & Rescue (CPF&R) to facilitate and construct a strategic plan. A strategic plan is short term (typically five years), and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are included within an environmental scan; citizen feedback and internal stakeholder assessment (each discussed in detail within this report). The scan is intended to identify structural, cultural or other potential obstacles that may impede progress on the work plan. In short, combined the two elements provide context by which the department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and develop the actual strategic plan portion of this report. The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once a strategic plan is created and adopted, the elements are divided among smaller task teams created from members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

ESCI thanks the members of Central Pierce Fire & Rescue for their dedication and commitment to the strategic planning process. The citizens, administration, support staff and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community.

The follow page lists citizen forum attendees and internal planning team members. Those citizens attended the two citizen forums held on June 30, 2018. One session was held during the business hours and one held in the evening to provide flexibility and accommodate the schedules of attendees. The internal planning team met the following two days in a workshop format to review the internal and external feedback and to develop the strategic plan.



CITIZEN FORUM PARTICIPANTS

- Patricia Witt
- Dean Absher
- Bill Eckroth
- Joseph Ramero
- Diane Conner
- Mark Nol
- Doug Olmstead
- Cari Dixon
- Matthew Holm
- Suzanne Johnston
- Rich Coleman
- Betsy Stubbs
- Gary Hauenstein
- Cole Roberts
- Cyndi Anderson
- Hermine Soler

INTERNAL PLANNING TEAM

- Dan Olson
- Dan Beckman
- Woody Juarez
- Jim McAdams
- Brian Caldier
- Mike Auvil
- Ryan Burke
- Tanya Robacker
- Kevin Hucke
- Dianne Porter
- Pat Donovan
- Russ Karns
- Guy Overby
- Radcliffe McKenzie
- Eric Stueve
- Mike Bellerive
- Steve Hammond
- Aaron James
- Stephany Carter-Hoskinson
- Roger Cooley

ESCI thanks both the members of the community and the members of CPF&R listed above for their investment of time and energy to the betterment of the community and the department.

The following pages are letters from the International Association of Firefighters Local 726, who represent the firefighters and company officers of the District; the fire chief of the District; and the Board of Fire Commissioners. These letters reflect their commitment to the process, the results, and the work ahead to implement this strategic plan.



Letter from Local 726



PIERCE COUNTY PROFESSIONAL FIRE FIGHTERS LOCAL 726

International Association of Fire Fighters

July 17, 2018

Chief Olson, Board of Commissioners, Ex-Officio Julie Door, and Citizens of Central Pierce Fire & Rescue:

On behalf of the over 270+ employees of Central Pierce Fire & Rescue that I represent as President of IAFF L726, I commend the leadership of Chief Olson and this Board of Commissioners with undertaking the development of this Strategic Plan. Also, it is important to recognize and express my gratitude for the willingness of these parties to include this IAFF L726 as an active partner in the development of a Strategic Plan.

As employees, we don't just consider ourselves the "labor," but as internal stakeholders that provide the utmost professional service to our community. Our community's needs have increased and subtly changed over the years requiring a change and adaptation to the service provided. Implementing a Strategic Plan that engages the stakeholders while providing a road map to these ever-changing needs will only lead to a more successful relationship with OUR community, partnering agencies, and external stakeholders.

It is with great eagerness that we look forward to taking the steps of this Strategic Plan to continually meet the challenges of our community for today and the future.

Sincerely,

Paul Stueve

President, IAFF L726



Letter from the Fire Chief

August 2018

Chairman Bob Willis, Board of Fire Commissioners, Ex- Officio Julie Door, Citizens and Employees of Central Pierce Fire & Rescue:

I am pleased to present the Central Pierce Fire & Rescue (CPF&R) 2018 Strategic Plan. This plan will serve as a road map for CPF&R as we deliver excellent fire suppression, rescue, emergency medical, and fire prevention services now and into the future. We will continue to be good stewards of taxpayer dollars and always provide the best possible service within existing fiscal and personnel constraints.

Change is not easy and a healthy debate about programs and strategies is an important exercise. Successful organizational planning and strategies are not made in isolation, and I thank all the members of CPF&R who shared their thoughts and ideas through meetings, surveys, and daily interaction as we did the heavy lifting of creating this plan. My desire was to listen to understand and once an issue was identified, create a plan for action. I hope you sense that we have heard you.

I want to acknowledge our consultants from Emergency Services Consulting International who led us through the planning process. Their facilitation experience and expertise kept us on course and was critical in the creation of this plan.

Most importantly, I want to thank the citizens, elected officials, and other key community partners who were interviewed and surveyed as part of our planning process. Their feedback helped guide us and is critical to the future success of this plan.

The true test of a strategic plan is not in its development, but in its implementation. Because of this we have created an implementation plan that assures accountability and communication are constant for the life of this planning cycle. The men and women of CPF&R are up to the challenge of turning the initiatives, goals, and objectives within our strategic plan into reality that benefits our citizens and employees in the years to come. I am extremely proud of your efforts and ask everyone to give the benefit of the doubt and make this your strategic plan.

Sincerely,

Daniel Olson, Fire Chief
Central Pierce Fire & Rescue



Letter from the Board

Community members—

On behalf of the Board of Fire Commissioners, I am pleased to present to you our strategic plan for Central Pierce Fire & Rescue. This plan establishes the department's goals and strategies for the next five years, and will guide our future efforts as we continually strive to provide the best service possible to the citizens of our district.

We developed this plan in cooperation with our citizens, firefighters, community partners, and staff. Public safety has always been my top priority as an elected official, and I know that you share my commitment to providing exceptional fire and medical aid services to our citizens.

Our firefighters take their responsibility to protect and serve our residents very seriously, and they are always mindful of the trust that has been placed in them. Our goal is to be good stewards of that trust and of the resources that we've been given, and to continually seek to do our jobs as efficiently and effectively as we can.

With that in mind, the fire department began the strategic process in the first quarter of 2018. This plan incorporates input from the community, including business owners and partnering agencies. My hope is that this strategic plan will be the start of an ongoing dialogue with our community partners as we make progress toward the goals outlined in this document.

Chief Olson and I appreciate your thoughts, suggestions and feedback to the strategic plan.

Thank you for your continuing support of Central Pierce Fire & Rescue.

Sincerely,

A handwritten signature in blue ink that reads "Bob Willis".

Bob Willis
Chair/Board of Fire Commissioners

PLANNING METHODOLOGY

“Many people don't focus enough on execution. If you make a commitment to get something done, you need to follow through on that commitment.”

—Kenneth Chenault, CEO of American Express

As the quote suggests, having a plan—even with goals, objectives, timelines, and assignments—in and of itself accomplishes nothing. The plan represents the intention to achieve something, even a commitment to achieve it. But the plan requires follow-through to actually effect change.

Central Pierce Fire & Rescue members have committed time, effort, energy, and frank honesty to develop this plan. Its success depends entirely on the follow-through by all members of the organization to actually achieve the stated outcomes listed herein and live up to the mission, vision, and values.

An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its own vision. This planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

The approach taken in this planning process includes a series of interviews with allied agencies surrounding CPF&R or work in partnership with them; and an in-depth environmental scan from the perspectives of the internal line staff, the elected officials, and administration. The criteria are referred to as a SWOT Analysis (strengths, weaknesses, opportunities, and threats). The feedback from these four areas is summarized later in this report.



In addition, citizen feedback was gathered at two citizen forums. The attendees were given an orientation of the department which equipped them with a basic understanding of the contemporary issues facing their fire service delivery system. The results of the citizen forums were combined and was presented to internal staff to inform them of the planning and service priorities the citizens had, as well as their attitudes and opinions about the staffing, response, and cost components of the department. The following figures illustrate the attendees'

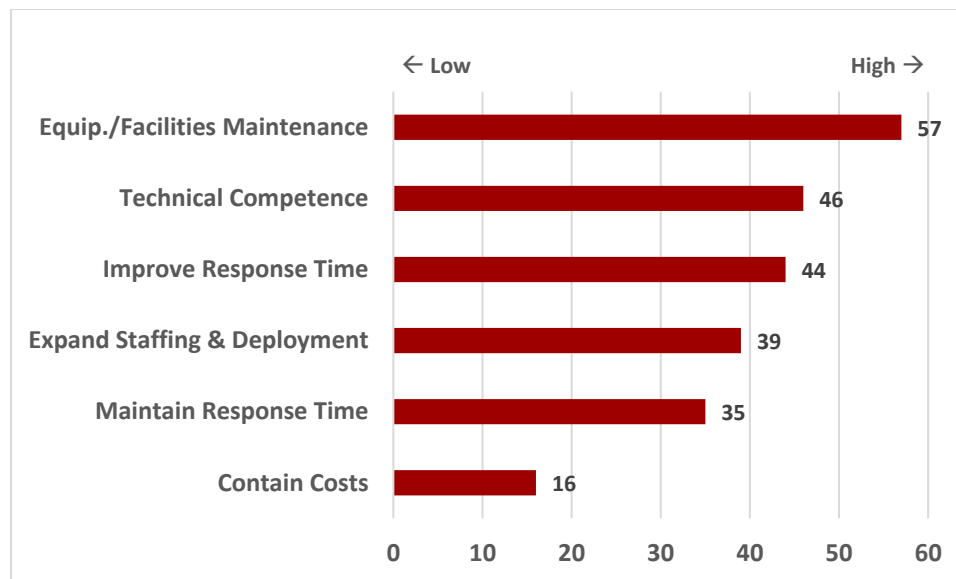
responses and should serve to guide the department as it develops its strategic plan for the next three to five years.



Citizen Forum Results

Fifteen citizens of the District attended one of the citizen forums to discuss the District and provide feedback during a structured, facilitated survey. They represented area businesses, citizens who have received services from CPF&R in the past, other local governments, and other key external stakeholders. The following figures illustrate the attendees' responses and should serve to guide the District as it develops its strategic plan for the next five years.

Figure 1: Citizen Planning Priorities



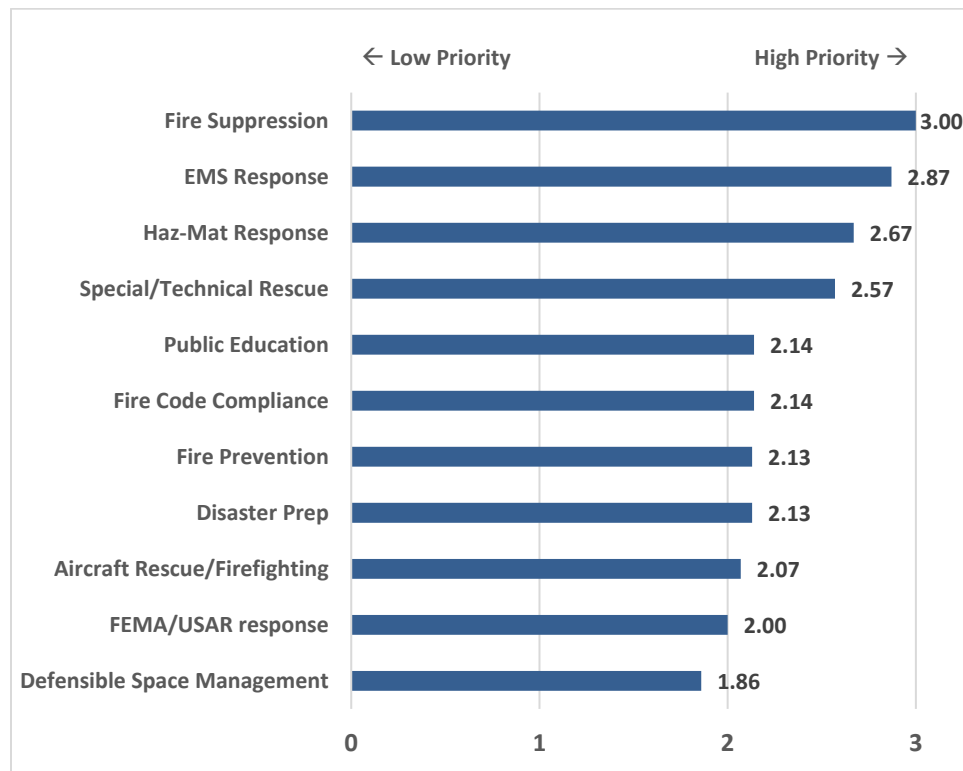
The planning priorities were presented as a forced ranking of costs, response times, training, equipment and facilities, staffing and deployment. The respondents compared each planning element against all others and were forced to choose the more important of the two compared elements. Each element was compared to all others in the set. The highest ranking any single element could receive from an individual was a five. The single highest possible score for any single element by the entire group of citizens participating was seventy-five.

The citizen forum participants prefer a high state of readiness to respond to emergencies (readiness of equipment and facilities, along with technical competence), and a high emphasis on improving response times. Some interest was expressed in the results for expanding the staffing and deployment of emergency response vehicles. Of lesser importance or interest was maintaining the existing response time and containing costs. Some discussion with the citizens clarified that the reason containment of costs was low was due to the trust the citizens in attendance have in the District to leverage the existing revenue to its greatest advantage. In other words, it should not be construed to raise taxes, but should be a sign of trust that the District will do the right thing for its citizen with the funding it receives.



The attending citizens were then asked to identify the most important services the District provides based on the list of services currently provided, ranking those services. In this case, the respondents placed a value of 1, 2, or 3 alongside the services. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The following figure describes the service priorities. The participants were also asked to cross out any service it felt was not appropriate to provide or add a service where they believed a gap existed.

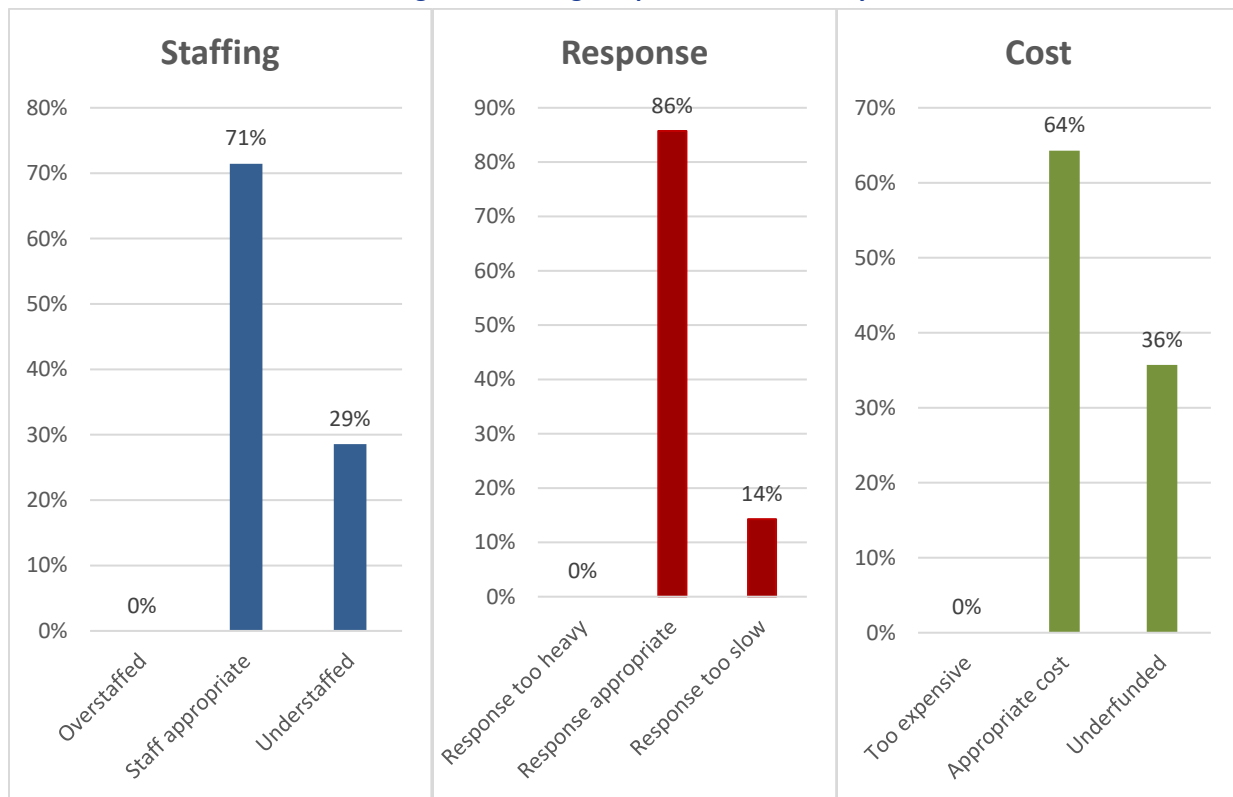
Figure 2: Citizen Service Priorities



The citizens prioritized primary emergency response services above all other services. This is not to say they do not value the other services. Several respondents added fire code enforcement throughout the entire District (not just for Puyallup via contract). No services were crossed out. One service comment was included; “Partnerships with other agencies.” Anecdotally, the fire prevention activities (which includes code enforcement and public education) are ranked higher by citizens in CPF&R than in other fire departments and fire districts ESCI has facilitated strategic plans for.

Finally, the forum participants were asked their opinion about the cost of service, response performance, and staffing. The following figures describe the opinions of the forum attendees.

Figure 3: Staffing, Response, & Cost Survey



The three categories illustrate that the CPF&R citizens attending the forum view the District as appropriately staffed, provides an appropriate response time, and has an appropriate cost for the service. If citizens did not feel the element was appropriate, they felt it was insufficient. It is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be an accurate predictor of similar results of a broader survey.

It reflects the opinions of those in attendance, armed with some background information about CPF&R's service delivery system and the challenges and limitations it faces. This result reinforces ESCI's assertion that community outreach provides the opportunity to educate the community about CPF&R's service delivery system and its limitations to the broader community. It is clear the department enjoys a great deal of respect and confidence from its citizenry.





Fire Department Staff Survey Results

Prior to ESCI's arrival on site, a survey instrument was administered to all members of the Fire District. The survey is a standard instrument used by ESCI to gauge the internal dynamics and environment of the fire department, which helps tailor the process to the organization once the planning workshop begins. The fire chief requested the survey be amended to include an open-ended response to two questions about values, which replaced two questions about personnel performance reviews, which CPF&R does not use. The following are the results of the survey instrument displayed graphically.

Figure 4: Respondent Demography

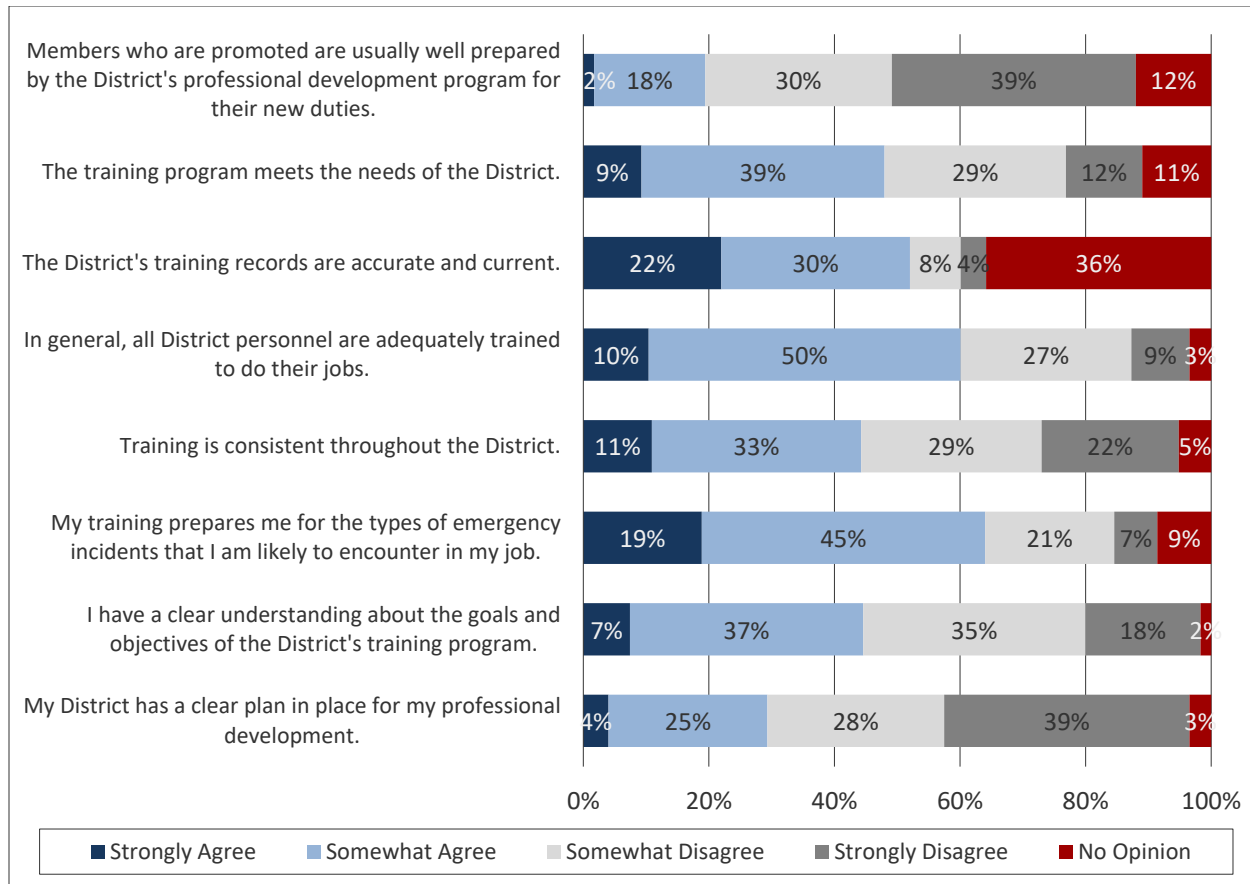
Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
Three to ten years	17%
Ten to twenty years	36%
More than twenty years	47%
<i>Total Years of Service at Central Pierce Fire Rescue:</i>	
Zero to five years	20%
Six to ten years	10%
Ten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

Out of 305 members, 195 responded to the survey, which is almost 64% of the membership. ESCI was pleased with this level of participation, as a return rate of 50% is considered excellent.

The respondents to this internal survey from Central Pierce Fire & Rescue are significantly senior in their fire service experiences, with 47% having more than twenty years in the fire service. When compared to personal seniority in CPF&R, the percentage drops to 36%. Thus, a sizeable portion of the respondents started their fire service experience in other jurisdictions prior to joining CPF&R. It is ESCI's experience that fire departments having a sizable percentage of employees having experience, whether fire service or other life experiences, adds significantly to the maturity of the organization.

The majority of respondents (75%) are line personnel and their immediate supervisors, specifically company officers. It is important to recognize that the survey results are heavily reflective of the "boots on the ground" perspective. Since this is where the fire department's mission is accomplished—it is important to not lose sight of the line perspective. A respectable portion (15%) of the respondents are support staff, with the lowest percentage (9%, n=17) as command staff.

Figure 5: Training and Professional Development Opportunities



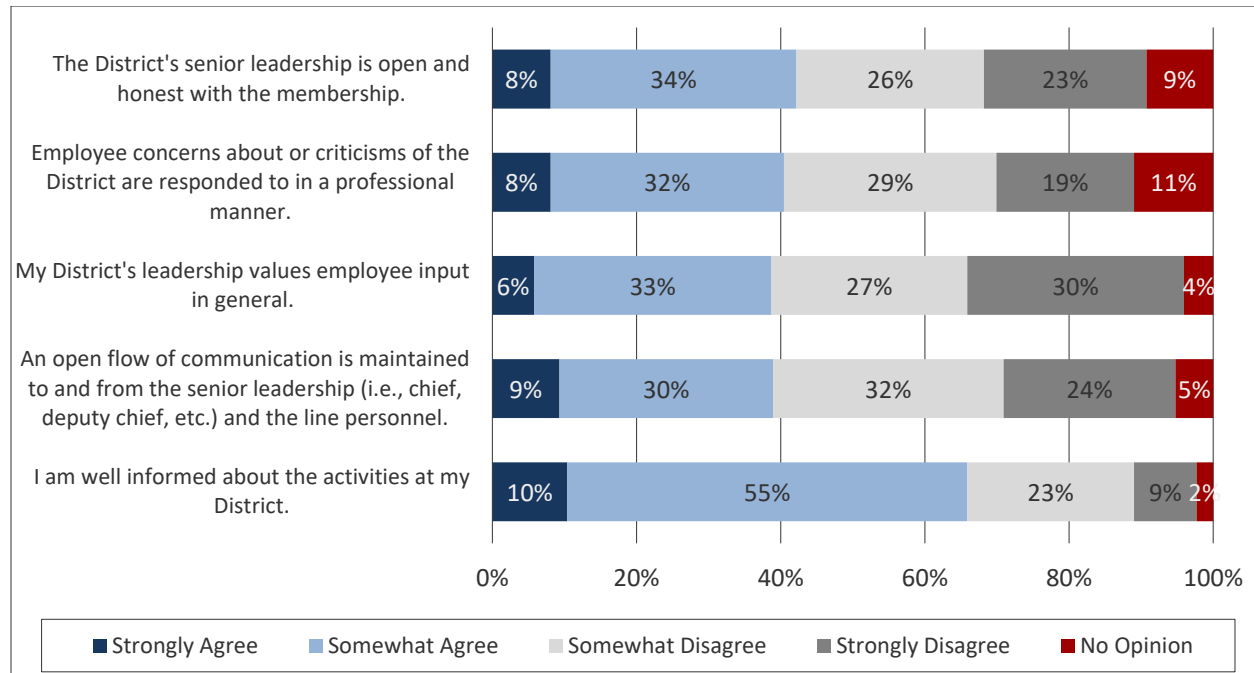
Questions related to training and professional development yielded interesting results. The highest level of agreement is related to the training preparing personnel for the types of emergencies likely to be encountered (64% strongly or somewhat agreed), while 28% disagreed. The statements with the strongest disagreement (39% each) by the respondents were related to the District's professional development program.

The greatest polarity of response was that training is consistent throughout the District, with 44% either strongly or somewhat agreeing, while 51% somewhat or strongly disagreed. A close second in polarity was members having a clear understanding of the training programs goals and objectives, with 44% somewhat or strongly agreeing, and 53% somewhat or strongly disagreeing. This incongruence warrants further exploration to determine potential "disconnects" between those responsible for delivering training and those being trained.

Areas for improvement lie in the professional development program (is there one, and if so, are the goals made clear and results published?), and in what training is trying to accomplish (goals and objectives). Perhaps most ironic is the polarity of opinion related to training consistency. Clearly, a significant number of members experience consistency and a significant number do not.



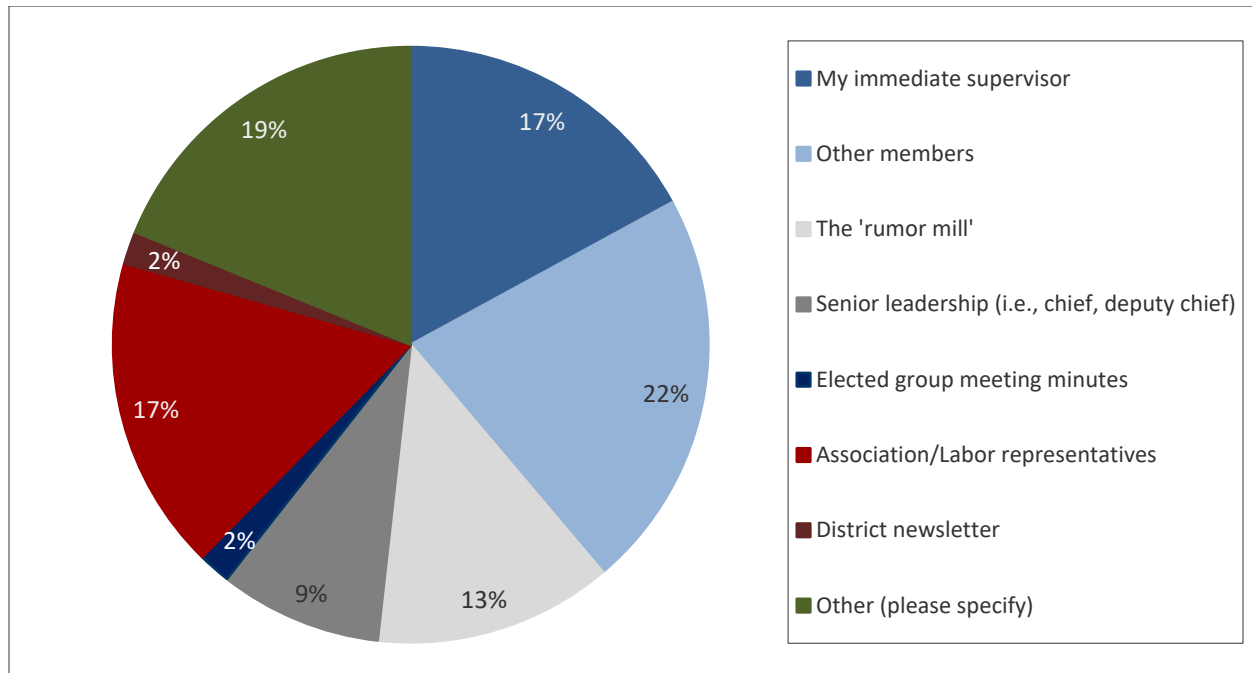
Figure 6: Communication



Under the topic of communication, the greatest majority of the respondents feel they are well informed about the activities of the District. This is further addressed by source of information later in this survey. There is, however, strong polarity in all of the other elements related to communication. There is almost an even split (40–60) between those who somewhat or strongly agree and those who somewhat or strongly disagree that the senior leadership is open and honest; that concerns or criticisms are responded to professionally; that employee input is valued; and that there is an open flow of communication from senior leadership and line personnel.

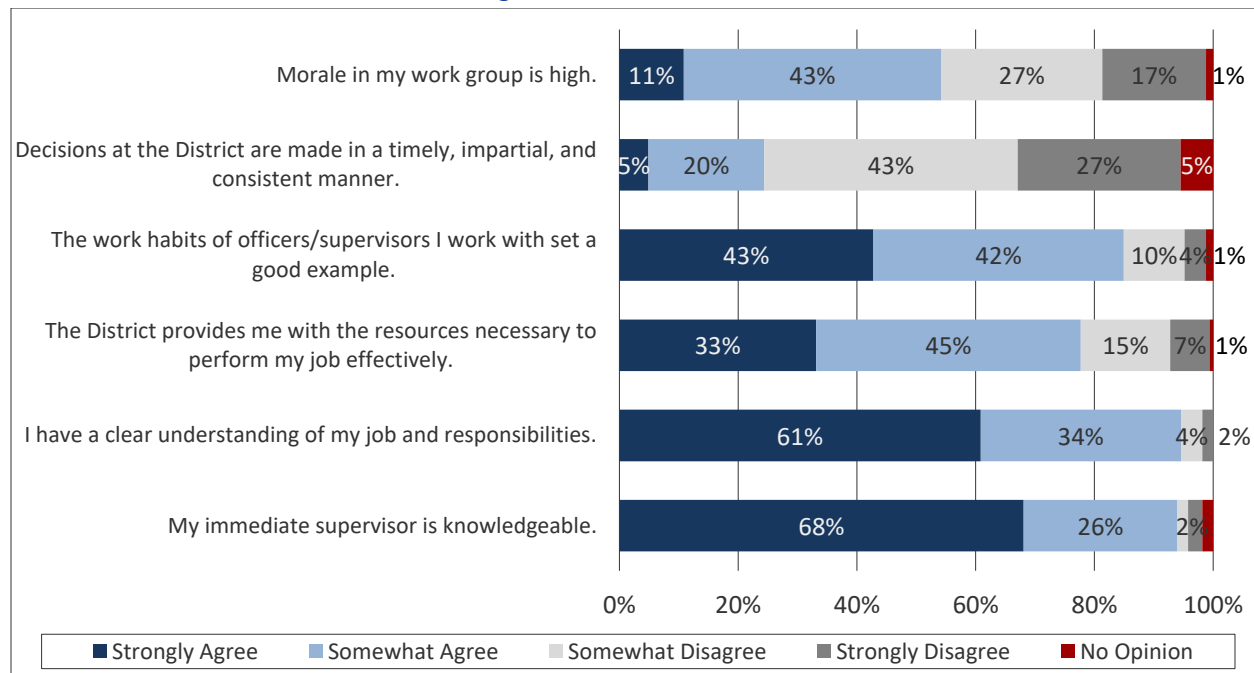
There is much room for improvement in the area of communication.

Figure 7: Sources of Information



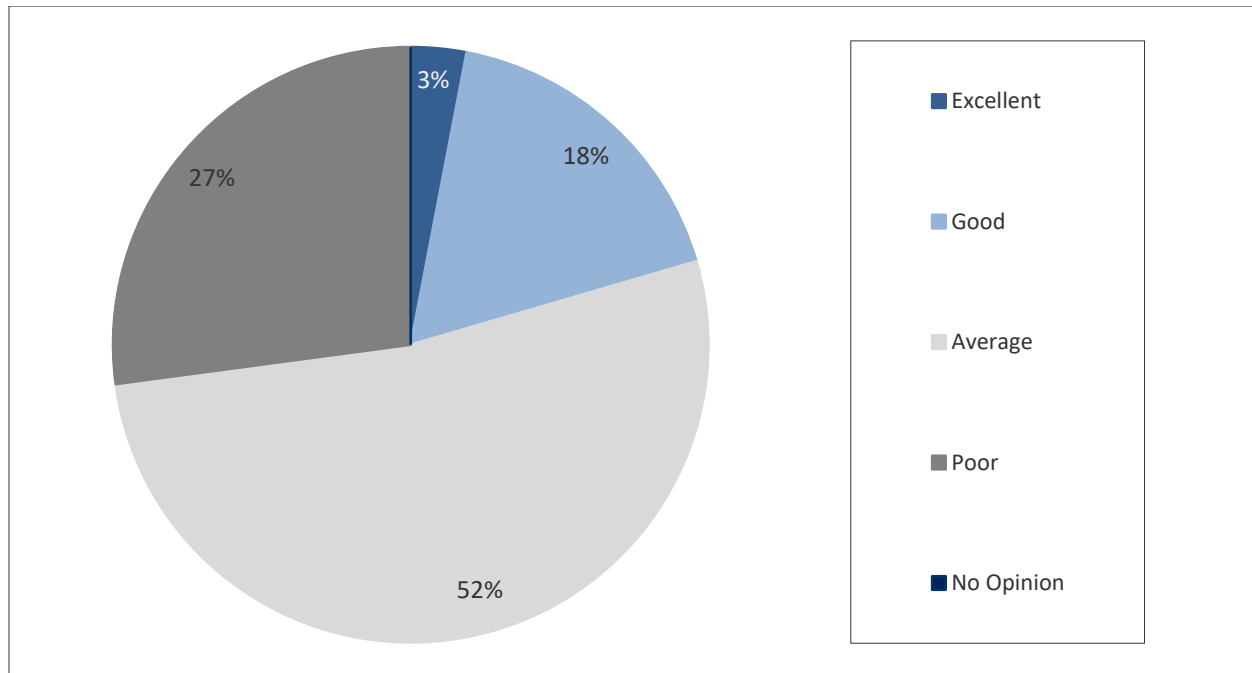
The primary sources of information are as wide and varied as any in ESCI's experience. The only sources that are insignificant are elected group meetings and the District newsletter. Many individual responses cited the fire chief's weekly emails as a source of valuable, credible, and appreciated information. Some stated that they use many of the sources to ensure they receive the complete picture. Several rely on a combination of labor information and fire chief information to gain insight into the current events in the District.

Figure 8: Work Environment



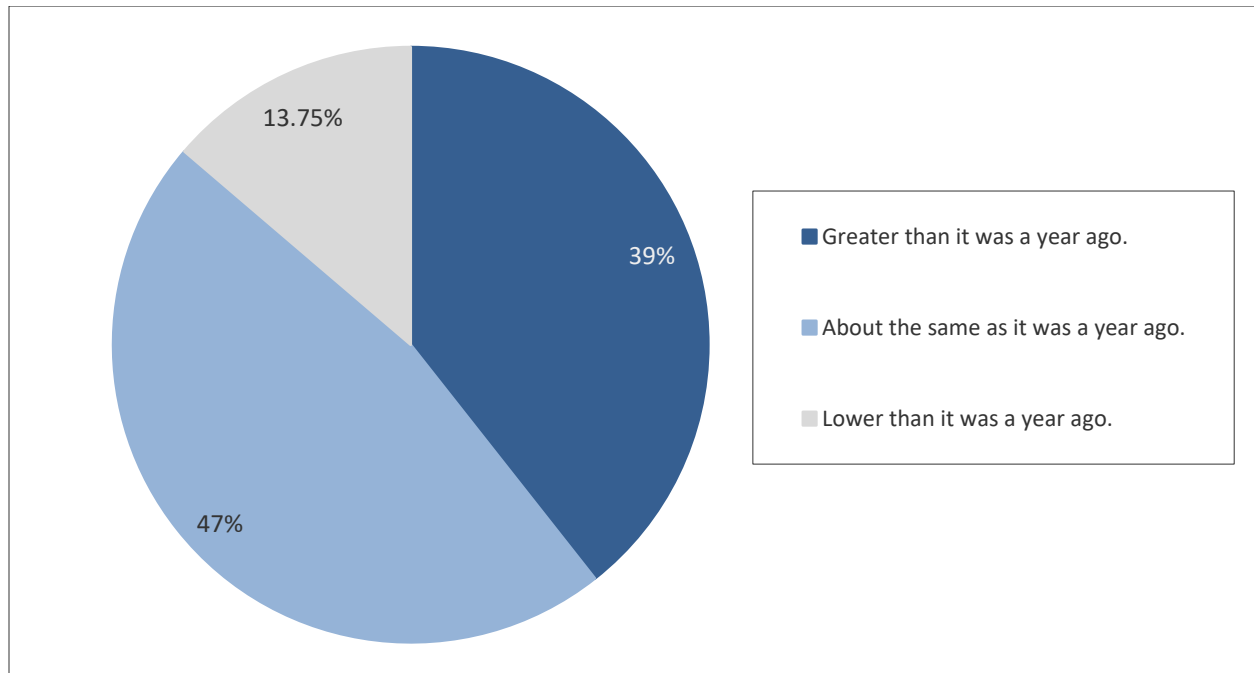
The work group morale is high according to 54% of the respondents, with 44% disagreeing. This again indicates the District has a polarity of perspectives, perhaps based on where you work in the organization. There was significant disagreement (70% somewhat or strongly disagree) with the statement that the District makes decisions in a timely, impartial, and consistent manner. This dimension should be explored in greater detail by the District to ensure timely and impartial decision-making occurs. In other elements of this survey, many respondents commented that some leaders in the District are stuck in “analysis paralysis” or are reluctant to make a decision that might be viewed as unpopular.

Respondents agree in large numbers that officers and supervisors they work with set a good example (85%) and are knowledgeable (94%). They also agree in large numbers that they have a clear understanding of the job and responsibilities (95%) and that the District provides the necessary resources to perform the job effectively (78%).

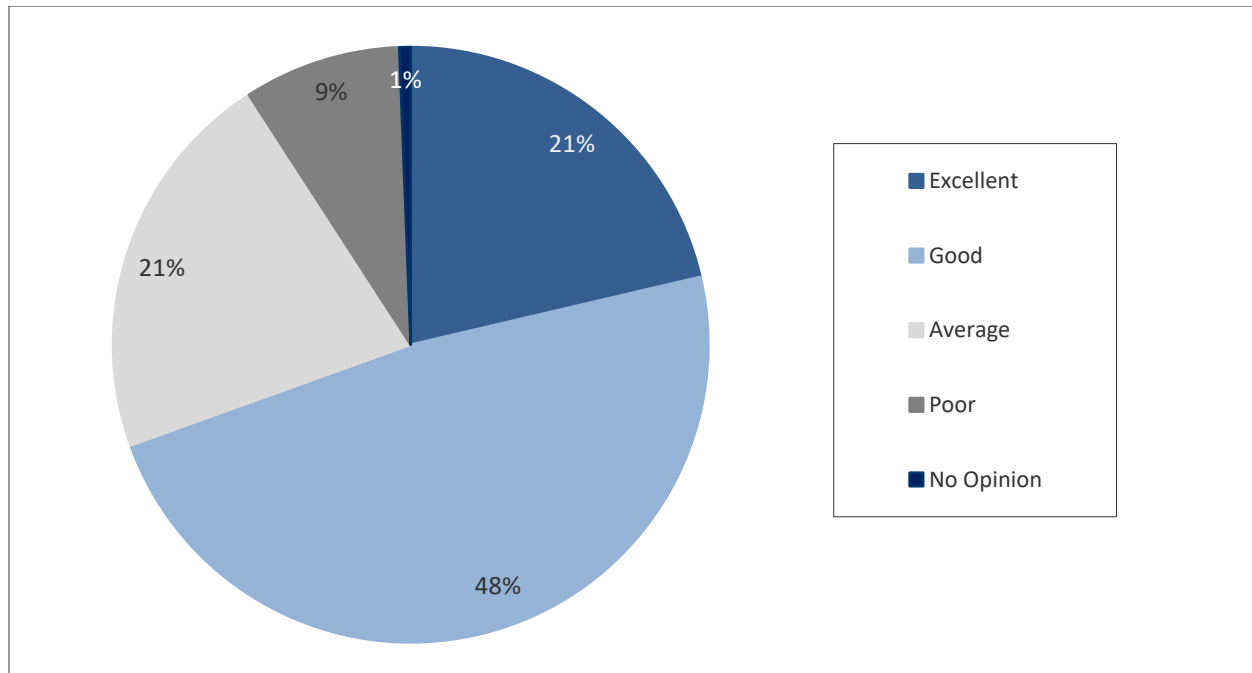
Figure 9: Perceived Department Morale

The perception of District-wide morale is also somewhat divided, with 21% scoring morale as either good or excellent, and 27% feeling the morale is poor. The majority of the respondents (52%) felt the morale was average.

The size of the group feeling the morale is poor is certainly significant enough to warrant greater detailed exploration by the District and take positive steps to address the issues.

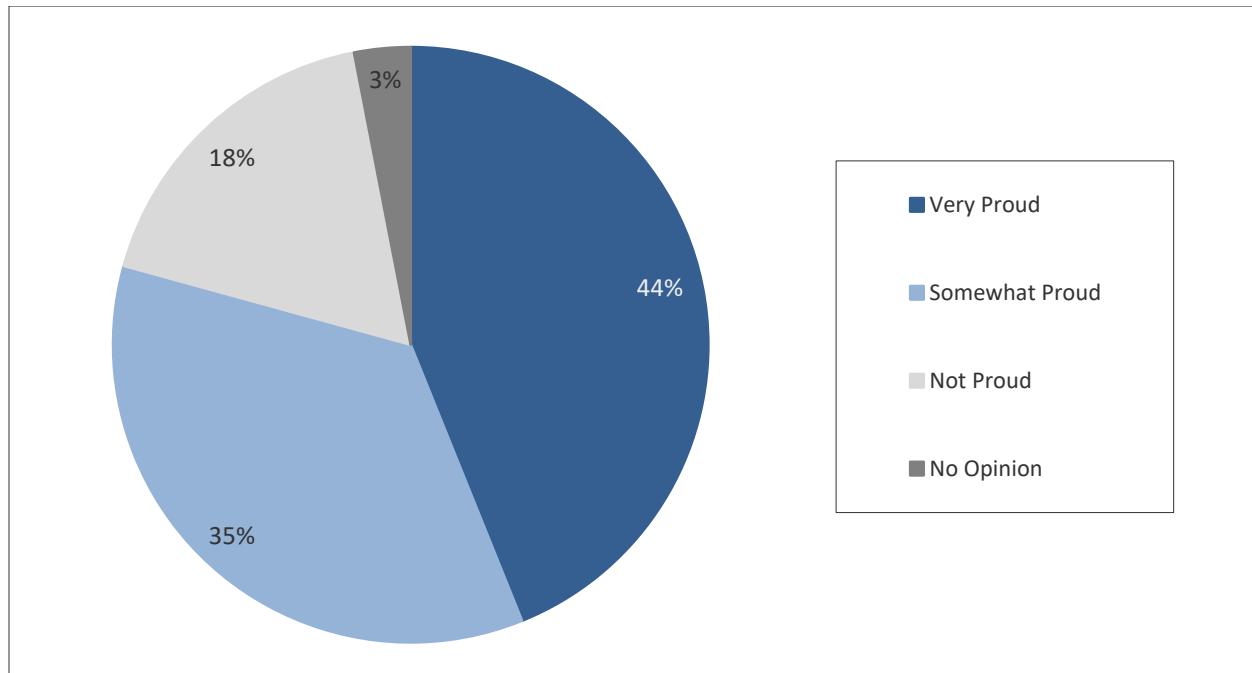
Figure 10: Perceived Employee Morale

The perception of employee morale is viewed as about the same (47%), greater (39%), or lower (13.75%) than it was a year ago. This may be an indication that the new top leadership (fire chief) is having a positive effect on the organization, but much work over an extended period of time remains to be done. This hopeful sign can easily be squandered if momentum is not maintained.

Figure 11: Rating of Personal Work Environment

The personal work environment specifically focuses on the immediate peers surrounding the respondent, whether an engine company, a shift, an office, the shop, or a small division. Typically, the personal work environment is rated more highly than the broader organization. In this case, Central Pierce is no exception. Sixty-nine percent of the respondents rate their personal work environment as good or excellent, whereas 30% consider their work environment to be average or poor. One percent of the respondents (n=2) had no opinion about their personal work environment.

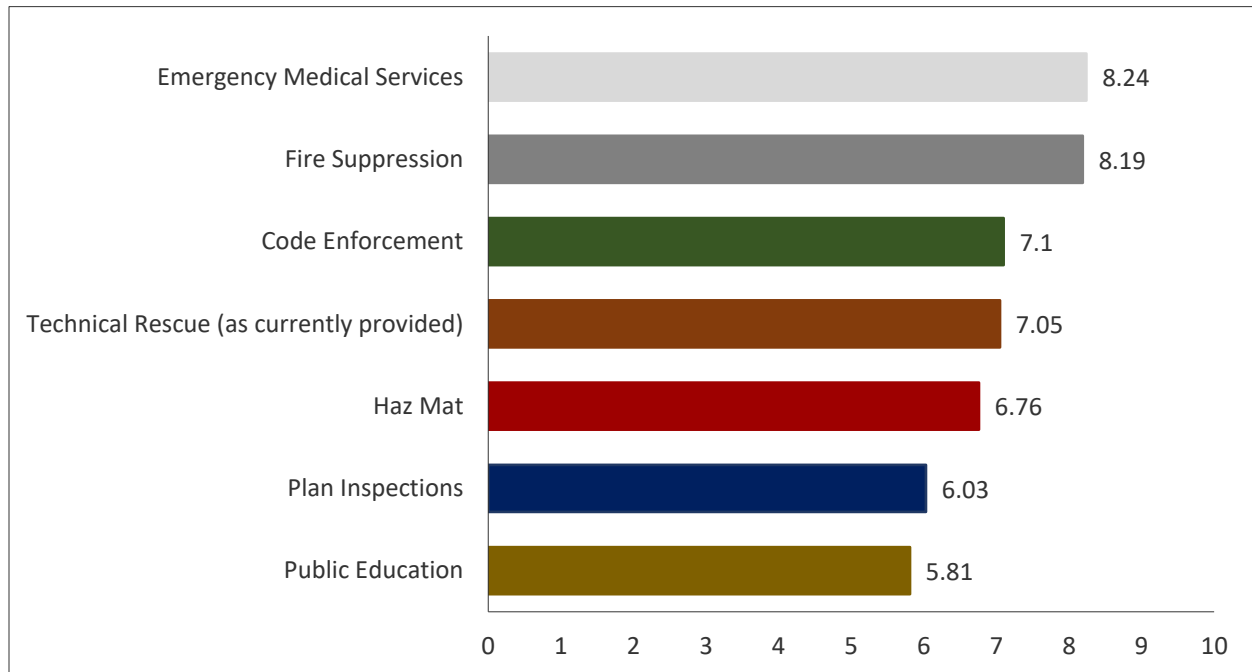
Figure 12: Member Pride



Seventy-nine percent of the respondents were either somewhat or very proud to be members of Central Pierce Fire & Rescue. A shocking 18% (n=36) were not proud of their membership at CPF&R, with 3% expressing no opinion. The number of people who are not proud of their membership is significant enough as to not be safely ignored. Left unaddressed, this can become a cancer within the organization that lowers the pride of others and may create deeper morale issues.



Figure 13: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?

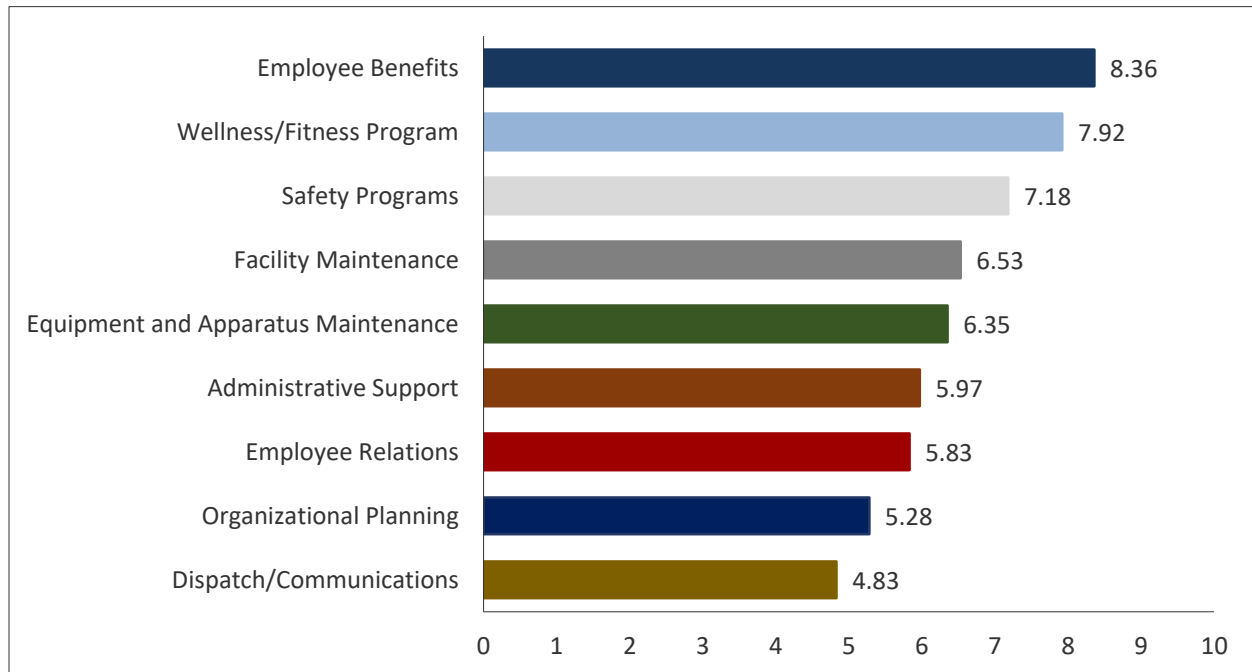


The respondents rated the emergency services provided by the District highly, with EMS and fire suppression the highest ratings in that order. Code enforcement is also rated highly; actually higher than technical rescue and hazardous materials response. Public education is rated lowest of the services to be considered. Public education, together with community outreach, create a lasting impression of the District by those they interact with.

Anecdotally, the relative rating of all of the services listed are low as a group relative to other organizational self-assessments ESCI has administered. This may reflect the lack of pride by some members and concern about training or about low acuity EMS responses (for the EMS portion only) expressed by some.



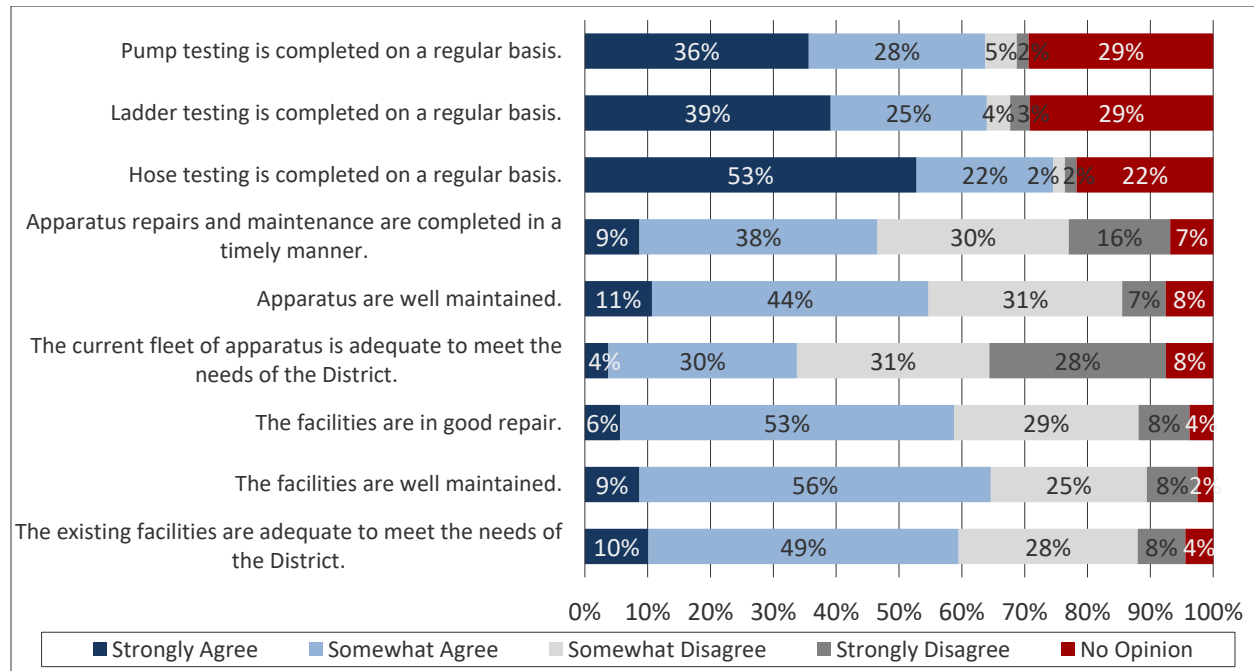
Figure 14: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?



Respondents rated employee benefits and the Central Pierce wellness/fitness program very highly as compared to other services. Organizational planning scored relatively low, but Dispatch/Communications was the lowest and it is significant that its score is below a 5.0.

ESCI is aware of the changes to dispatch and communications services CPF&R has experienced over the last several years. This may reflect comparison between the two services, with some preferring the previous dispatch contract. This should be monitored and explored in greater detail to make necessary adjustments.

Figure 15: Facilities and Apparatus



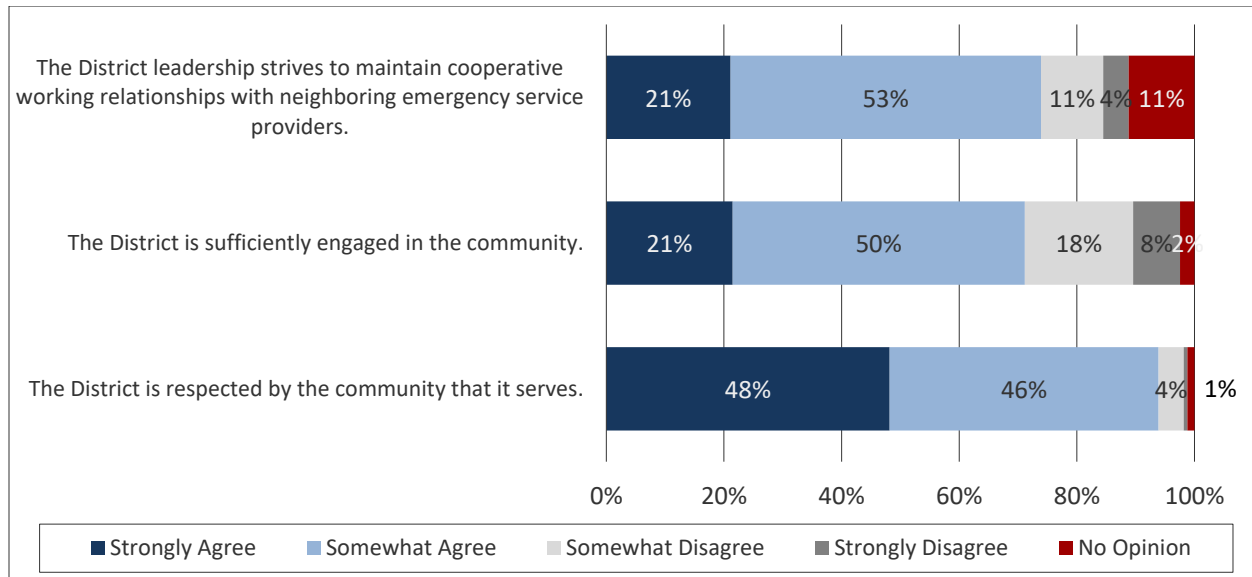
The testing of core equipment used by fire departments (pump testing, ladder testing, and hose testing) have a high number of respondents that have no opinion. This is likely due to no firsthand knowledge of whether these tests are administered regularly or appropriately. Most believe the testing is done regularly (64% for pump testing, 64% for ladder testing, and 75% for hose testing).

The timeliness of apparatus repairs and maintenance is yet another example of opposite perspectives, with 47% somewhat or strongly agreeing and 46% somewhat or strongly disagreeing that it is timely. A slightly more positive assessment is made of the apparatus maintenance quality at 55% somewhat or strongly agreeing that the apparatus is well maintained. Less positive is the adequacy of the fleet to meet the District's needs, with 59% either somewhat or strongly disagreeing.

Facilities are highly rated for their repair (59%) and maintenance (65%), and the majority feel the facilities are adequate to meet the needs of the District (59%).



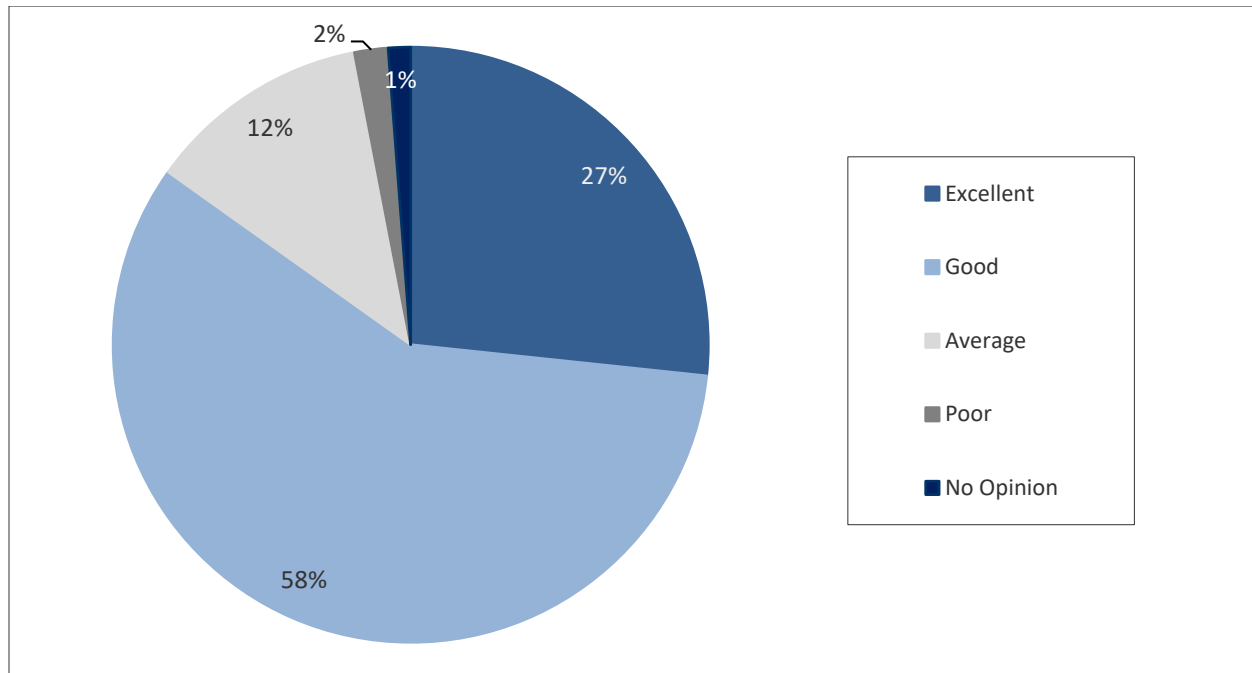
Figure 16: Department's Community Relations



Seventy-four percent of the respondents somewhat or strongly agreed that the District's leadership is striving to maintain cooperative relationships with neighboring agencies. With slightly less enthusiasm, the respondents either somewhat or strongly agreed (71%) that the District is sufficiently engaged in the community. However, fewer had no opinion on this topic, and those who disagree are more significant as compared to relationships with neighboring agencies.

There is extremely high consensus by the respondents that the District is respected by the community, with 94% either somewhat agreeing or strongly agreeing.

Figure 17: In your opinion, what is the community's overall image of Central Pierce Fire Rescue?



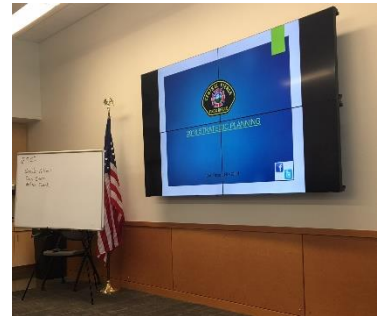
There is very high consensus by the respondents that the District has a good or excellent image with the community (85%). There is little disagreement that the District enjoys a positive image with the community it serves.



MISSION, VISION, AND GUIDING PRINCIPLES

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based on feedback from the citizen forum, reviewed and revised the District's mission statement.



Central Pierce Fire & Rescue Mission Statement

Effectively respond, continuously improve, compassionately serve.

Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The District's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational guidance to get there.

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
- Committed to systems and processes that are consistent and provide accountability
- Financially sustainable



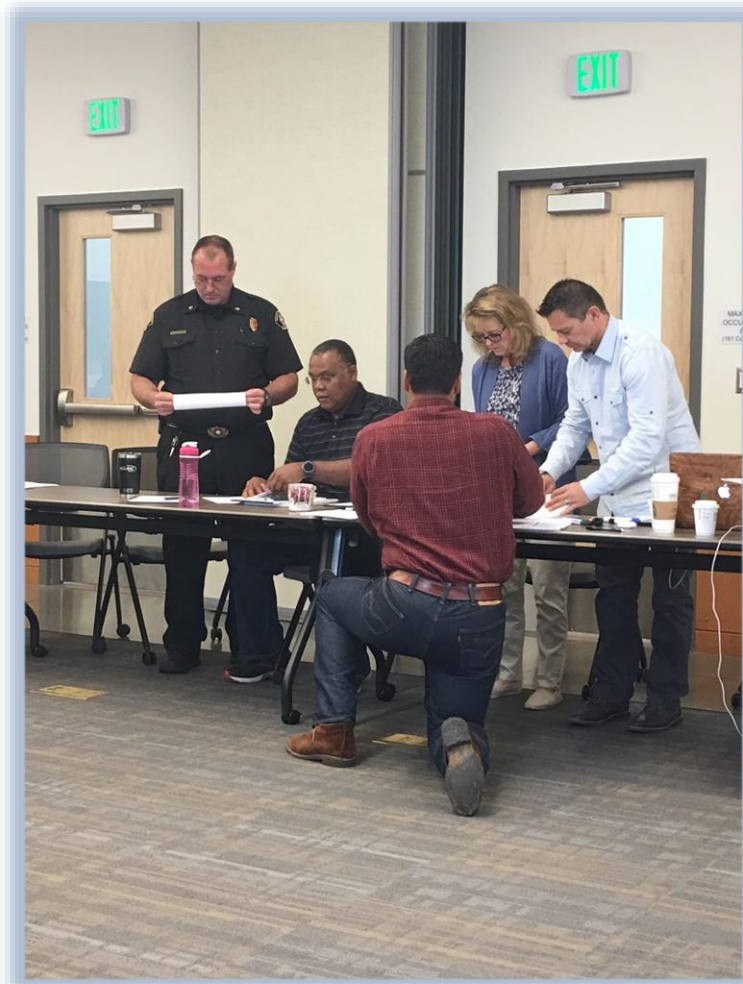
Values

Values define what the people in the organization consider to be appropriate and inappropriate behaviors. An organization's fundamental values define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The internal planning team declared the following as the core values for the District.

- **Commitment to excellence**
 - Develop and maintain technical proficiency
 - Utilize multidirectional, clear communication
 - Exemplify a strong work ethic
 - Demonstrate dependability
 - Promote positive culture
 - Show pride in self, organization, and profession
- **Respect**
 - Be tactful—right time, place, and topic
 - Use candor—timely and to the point
 - Talk only about what you know to be true
 - Be professional
 - Discuss principles, not politics or personality
- **Trust(worthiness)**
 - Demonstrate confidence in each other through acknowledgement and feedback
 - Assume positive intent
 - Establish and maintain open communication
- **Integrity**
 - Do the right thing even when no one is watching
 - Do what you said you would do
 - Own mistakes and accept feedback
- **Competence and professionalism**
 - Be consistent
 - Be a lifelong learner
 - Adhere to appearance and conduct standards
 - Hold each other accountable
 - Actively mentor others
- **Compassion and selflessness**
 - Demonstrate empathy
 - Actively listen
 - Place duty before self
 - Commit to humanity and dignity



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



ENVIRONMENTAL SCAN

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external



and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the District operates. Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future. The internal survey results of the SWOT were condensed and prioritized by the internal planning team.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following core department strengths:

To map out a course of action and follow it to an end requires some of the same courage that a soldier needs.

—Ralph Waldo Emerson

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

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency's problems. The internal planning team identified the following core department weaknesses:

You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow.

—Source Unknown

- 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

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the District, as was evidenced by the feedback from the internal survey as follows:

If you don't like change you're going to like irrelevance even less.
—General (Ret.) Eric Shinseki

- Increase staffing and response
- Training/education
- Employee officer development
- Mentoring
- More diverse backgrounds
- Innovation
- Alternate funding options
- Strategic plan implementation
- Technology
- Dispatch Review
- Response system overhaul
- Partnering with other agencies
- EMS restructure
- Standards of Cover
- Community engagement
- Opportunity to fix culture

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The internal planning team identified the following core threats:

You can't make up time on the road that you lost in the Station.
—Unknown

- Red funding
- Hazard profile
- Increase in retirements
- Complacency
- Lack of voter/community support
- Stagnation
- Lack of succession planning
- Dispatch
- Growth of calls
- Low acuity calls
- Firefighter burnout
- Not addressing poor morale
- Lack of fire district influence in community planning and code adoption

DEFINITION OF TERMS

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

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where the District may have multiple areas of focus.

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

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

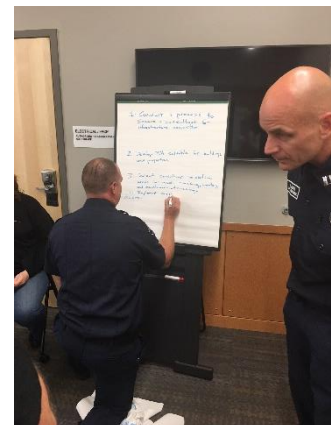
Critical task—The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

Outcome Statement—The description of a desired result of a goal or objective once accomplished.

Performance Metric—The description of measurable improvement of a goal or objective once accomplished.

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

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.





STRATEGIC PLAN

Initiative 1 – Culture and Communication

This initiative is first for a clear reason. The culture of the District internally has been determined to be in significant need of improvement by the internal stakeholders. The culture here is defined as the beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization. This includes developing and improving interpersonal dynamics within the District, improving internal communication in all directions, improve member recognition, and reviewing and revising policies and standards to complement the desired culture.

Initiative Managers: Jim McAdams, Darrin Shaw

Goal: 1A Improve internal, organizational communication

Objectives	1. Survey all personnel to determine what communication processes or efforts would help them be more informed.	
	Responsible: Communication Task Team	Timeline: Critical Task
	2. Build a system of communication based upon analysis of survey results.	
	Responsible: Communication Task Team	Timeline: Short Term
	3. Implement communication system (see Objective 1A2) and provide a continuous feedback loop.	
	Responsible: Communication Task Team	Timeline: Short Term, ongoing
Outcome: The District has a more informed membership with an avenue for feedback.		

Goal: 1B Develop an appropriate department culture

Objectives	1. Identify the current cultural climate through employee input.	
	Responsible: Culture Task Team	Timeline: Critical Task
	2. Work with outside consultant to help identify the current culture.	
	Responsible: Culture Task Team	Timeline: Short Term
	3. Create and implement a plan to shift culture based on input.	
	Responsible: Culture Task Team	Timeline: Short Term, ongoing
	4. Educate and instill with members the department's mission, vision, and values.	
	Responsible: Culture Task Team	Timeline: Short Term, ongoing
	5. Re-evaluate department culture continuously.	
	Responsible: Culture Task Team	Timeline: Short Term, ongoing
Outcome: The District has a healthy culture that is in line with our mission, vision, and values.		



Goal: 1C Understand and improve interpersonal dynamics		
Objectives	1. Mandatory human relations training for all supervisors.	
	Responsible: Human Relations Task Team	Timeline: Short Term
	2. Mandatory conflict resolution training for all personnel.	
	Responsible: Human Relations Task Team	Timeline: Short Term, ongoing
	3. Revise/Update the member code of conduct.	
	Responsible: Human Relations Task Team	Timeline: Mid-Term
	4. Conduct periodic outside evaluation of interpersonal dynamics within the District.	
	Responsible: Human Relations Task Team	Timeline: Long Term, ongoing
	Outcome: Improved morale and increased performance, using May 2018 internal survey as a baseline.	
Goal: 1D Improve member recognition within the District		
Objectives	1. Overhaul and balance out the current recognition committee.	
	Responsible: Recognition Task Team	Timeline: Mid-Term
	2. Establish and publish parameters for employee recognition.	
	Responsible: Recognition Task Team	Timeline: Mid-Term
	3. Identify the venue to hold annual formal recognition event.	
	Responsible: Recognition Task Team	Timeline: Mid-Term
Outcome: Buy-in from all members.		



Goal: 1E Adopt relevant, contemporary policies and standards that are complied with		
Objectives	1. Audit policies and procedures to determine relevance.	
	Responsible: Standards Task Team	Timeline: Long Term
	2. Modify policies and procedures as indicated in Objective 1E1.	
	Responsible: Standards Task Team	Timeline: Long Term
	3. Develop process to vet new proposed policies.	
	Responsible: Standards Task Team	Timeline: Long Term
	4. Implement and communicate changes through a communication plan.	
	Responsible: Standards Task Team	Timeline: Long Term
	5. Train leadership to coach and develop leadership compliance.	
	Responsible: Standards Task Team	Timeline: Long Term
	Outcome: Policies and standards are relevant and complied with.	



Initiative 2 – Financial Sustainability

This initiative addresses the revenues of the District; enhancing revenues and/or reducing or controlling expenses, investing in capital facilities and equipment to achieve the District's mission; projecting expenses and revenue to prepare for a financial downturn or prevent a fiscal crisis; and keeping the community informed of the District's financial position.

Initiative Managers: Tanya Robacker

Goal: 2A Ensure financial and operational stability of equipment and facilities

Objectives

1. Conduct a process to secure a consultant for infrastructure evaluation.

Responsible: Facility & Equipment Task Team

Timeline: Short Term

2. Develop a preventive maintenance schedule for buildings and properties.

Responsible: Facility & Equipment Task Team

Timeline: Mid Term

3. Identify an assets, inventory, and maintenance tracking system.

Responsible: Facility & Equipment Task Team

Timeline: Short Term

Outcome: All facilities and equipment are maintained and tracked.

Goal: 2B Review current and alternative revenue sources

Objectives

1. Acquire an external review of current and alternative funding sources.

Responsible: Revenue Task Team

Timeline: Mid Term

2. Explore implementation of alternative revenue sources (e.g., impact fees, MVA spills, training facilities/marketing, outside fleet maintenance, user fees [nursing homes, etc.], grants/grant writing).

Responsible: Revenue Task Team

Timeline: Mid Term

Outcome: Revenue generation is leveraged to its greatest advantage.

Goal: 2C Conduct robust financial forecasting and semi-annually review economic outlook

Objectives

1. Develop a plan to use forecasted financial information to guide the budget.

Responsible: Finance Task Team

Timeline: Mid Term

2. Develop a 3–5-year economic outlook plan.

Responsible: Finance Task Team

Timeline: Long Term, ongoing

3. Twice annually review the economic outlook plan for relevance and adjust as necessary.

Responsible: Finance Task Team

Timeline: Long Term, ongoing

Outcome: An economic plan has been developed with flexibility that guides the budgeting process.



Initiative 3 – Professional Development

This initiative focuses on succession planning at all levels of the District; developing clear and concise position descriptions that describe the key knowledge, skills, and abilities (KSAs), credentials, and certifications necessary to be successful in each leadership position in the District; and common ways to achieve these KSAs, credentials, and certifications.

Initiative Managers: Assistant Chief Juarez, Captain Caldier

Goal: 3A Develop and adopt a succession plan with contracted professional assistance

Objectives	1. <i>Develop a Request for Proposals for outside expertise in developing a succession plan for the District.</i>	
	Responsible: Succession Plan Task Team	Timeline: Short Term
	2. <i>Hire the successful vendor for succession plan development.</i>	
	Responsible: Succession Plan Task Team	Timeline: Short Term
	3. <i>Develop a plan for succession within the District.</i>	
	Responsible: Succession Plan Task Team	Timeline: Short Term
	4. <i>Implement the succession plan within the District.</i>	
	Responsible: Succession Plan Task Team	Timeline: Mid Term
	5. <i>Periodically review the succession plan for success and adjust as necessary.</i>	
	Responsible: Succession Plan Task Team	Timeline: Long Term, ongoing
Outcome: Members are prepared to fill advancement roles in the organization.		

Goal: 3B Create and implement career paths

Objectives	1. <i>Investigate current successful models from other fire service organizations.</i>	
	Responsible: Career Path Task Team	Timeline: Mid Term
	2. <i>Validate current job descriptions.</i>	
	Responsible: Career Path Task Team	Timeline: Mid Term



Objectives	3. <i>Work and cooperate with the affected locals as career paths are developed.</i>	
	Responsible: Career Path Task Team	Timeline: Mid Term
	4. <i>Identify career enhancements within current positions.</i>	
	Responsible: Career Path Task Team	Timeline: Mid Term
	5. <i>Define knowledge, skills, and abilities necessary for each position.</i>	
	Responsible: Career Path Task Team	Timeline: Mid Term
	6. <i>Identify traditional and nontraditional education and training opportunities that guide candidates for positions of higher responsibility.</i>	
	Responsible: Career Path Task Team	Timeline: Long Term
Outcome: Well-defined career paths.		
Goal: 3C Develop and rollout position-specific enhancements		
Objectives	1. <i>For each position, identify key enrichment opportunities.</i>	
	Responsible: Enrichment Task Team	Timeline: Long Term
	2. <i>Identify applicable industry standards, resources, and affiliations that would be beneficial to the position.</i>	
	Responsible: Enrichment Task Team	Timeline: Long Term
	3. <i>Develop and implement a role-specific mentorship focused on enrichment.</i>	
	Responsible: Enrichment Task Team	Timeline: Long Term
	4. <i>Survey participants for improvement opportunities.</i>	
	Responsible: Enrichment Task Team	Timeline: Long Term, ongoing
Outcome: Increased work satisfaction and performance.		



Initiative 4 – Prevention, Education, and Operations

This initiative seeks to develop and implement community risk reduction strategies; gain influence in community development decisions that may impact the District's ability to protect it; plan and prepare for the growth and development that will eventually come to the District; and educate citizens in the community about self-help strategies that prevent injury or fire.

Initiative Managers: Assistant Chief Beckman, Assistant Chief Overby

Goal: 4A Reduce community risk

Objectives	1. <i>Identify community risks and based on results, determine resource needs.</i>	
	Responsible: Risk Reduction Task Team	Timeline: Mid Term
	2. <i>Create a risk reduction plan and implement to address risks.</i>	
	Responsible: Risk Reduction Task Team	Timeline: Long Term
	3. <i>Educate the community on risk reduction strategies.</i>	
	Responsible: Risk Reduction Task Team	Timeline: Long Term, ongoing
	4. <i>Evaluate impact of risk reduction program on response demand and update risk reduction plan annually.</i>	
	Responsible: Risk Reduction Task Team	Timeline: Long Term, ongoing
Outcome: Reduction in community injury, illness, and property loss.		

Goal: 4B Develop District-wide community prevention and education program

Objectives	1. <i>Obtain a contract with the county similar to the contract with the City of Puyallup for fire prevention and code enforcement service.</i>	
	Responsible: Prevention Task Team	Timeline: Long Term
	2. <i>Review current prevention and education programs and evaluate effectiveness.</i>	
	Responsible: Prevention Task Team	Timeline: Mid Term
	3. <i>Identify prevention and education needs by topic (i.e., what are we solving by teaching? Data mining).</i>	
	Responsible: Prevention Task Team	Timeline: Mid Term
	4. <i>Identify target audiences (care centers, schools, SR centers) based on objective 4B3.</i>	
	Responsible: Prevention Task Team	Timeline: Mid Term
	5. <i>Utilize podcasts and social media to deliver prevention and education messages.</i>	
	Responsible: Prevention Task Team	Timeline: Short Term, ongoing
Outcome: Decrease in incidents related to the prevention and education needs initially identified.		



Goal: 4C Influence community planning within the District		
Objectives	1. <i>Work collaboratively with IAFF Local 726 regarding community planning scope of proposed work.</i>	
	Responsible: Community Planning Task Team	Timeline: Critical, ongoing
	2. <i>Develop a concise list of community planning issues that need to be addressed</i>	
	Responsible: Community Planning Task Team	Timeline: Long Term
	3. <i>Identify the agencies providing oversight for the issues identified in objective 4C2.</i>	
	Responsible: Community Planning Task Team	Timeline: Long Term
	4. <i>Establish and/or build upon relationship with each of the agencies identified in objective 4C3.</i>	
	Responsible: Community Planning Task Team	Timeline: Long Term
	Outcome: Highest risks in the District are identified and addressed.	
Goal: 4D Develop and implement a District master plan		
Objectives	1. <i>Secure funding to conduct a District master plan.</i>	
	Responsible: Master Plan Task Team	Timeline: Short Term
	2. <i>Develop a Request for Proposal for a vendor to conduct a master plan for the District.</i>	
	Responsible: Master Plan Task Team	Timeline: Short Term
	3. <i>Select the successful vendor to conduct a District master plan.</i>	
	Responsible: Master Plan Task Team	Timeline: Short Term
	4. <i>Work with the successful vendor to develop the District master plan.</i>	
	Responsible: Master Plan Task Team	Timeline: Mid Term
	5. <i>Board of Fire Commissioners review, adopt, and direct implementation of the District master plan.</i>	
	Responsible: Master Plan Task Team	Timeline: Long Term, ongoing
Outcome: A master plan is developed that prepares the District for future growth.		



Goal: 4E Develop and implement a District EMS Delivery System Plan		
Objectives	1. <i>Secure funding to conduct a District EMS Delivery System Plan.</i>	
	Responsible: EMS System Task Team	Timeline: Short Term
	2. <i>Develop a Request for Proposal for a vendor to conduct an EMS Delivery System Plan for the District.</i>	
	Responsible: EMS System Task Team	Timeline: Short Term
	3. <i>Select the successful vendor to conduct an EMS Delivery System Plan for the District.</i>	
	Responsible: EMS System Task Team	Timeline: Short Term
	4. <i>Work with the successful vendor to develop the District EMS Delivery System Plan.</i>	
	Responsible: EMS System Task Team	Timeline: Mid Term
	5. <i>Board of Fire Commissioners review, adopt, and direct implementation of the District EMS Delivery System Plan.</i>	
	Responsible: EMS System Task Team	Timeline: Long Term, ongoing
	Outcome: An EMS Delivery System plan is developed that optimizes service delivery, preparing the District for future growth.	
Goal: 4F Develop and implement a Fleet Services Business Practices plan		
Objectives	1. <i>Secure funding to conduct a District Fleet Services Business Practices plan.</i>	
	Responsible: Fleet Services Task Team	Timeline: Short Term
	2. <i>Develop a Request for Proposal for a vendor to conduct a Fleet Services Business Practices plan for the District.</i>	
	Responsible: Fleet Services Task Team	Timeline: Short Term
	3. <i>Select the successful vendor to conduct a District Fleet Services Business Practices plan.</i>	
	Responsible: Fleet Services Task Team	Timeline: Short Term
	4. <i>Work with the successful vendor to develop the District Fleet Services Business Practices plan.</i>	
	Responsible: Fleet Services Task Team	Timeline: Mid Term
	5. <i>Board of Fire Commissioners review, adopt, and direct implementation of the District Fleet Services Business Practices plan.</i>	
	Responsible: Fleet Services Task Team	Timeline: Long Term, ongoing
	Outcome: A Fleet Services Business Practices plan is developed that optimizes fleet services business practices, preparing the District for future growth.	



Initiative 5 – Marketing and Outreach

This initiative aims to address CPF&R's efforts to connect with allied agencies, partner agencies, as well as the community it serves. The District intends to connect externally with a robust, multi-faceted approach to communicating with these critical stakeholders. The initiative focuses on promoting the fire district and educating its citizens about the District's services and its people. It also focuses on developing strategic relationships with assisting and cooperating agencies where there may be mutual benefit.

Initiative Managers: Captain Shaw, Community Influencer yet to be named

Goal: 5A Develop and adopt a comprehensive community outreach plan

Objectives	1. Evaluate the District's current marketing outreach program.	
	Responsible: Community Outreach Task Team	Timeline: Short Term
	2. Survey similar organizations for successful community outreach plans and best practices.	
	Responsible: Community Outreach Task Team	Timeline: Short Term
	3. Create and adopt a community outreach plan with ongoing evaluation.	
	Responsible: Community Outreach Task Team	Timeline: Mid Term
	4. Adjust staffing to implement the community outreach plan.	
	Responsible: Community Outreach Task Team	Timeline: Long Term
	Outcome: A well-informed community that is engaged and understands the District's capabilities.	

Goal: 5B Improve the District's media presence

Objectives	1. Develop the Community and Government Relations Officer (CGRO) through job shadow with other PIOs, position-specific training, and necessary budget/resource support.	
	Responsible: Media Task Team	Timeline: Critical Task
	2. Research the most effective media outlets, including social.	
	Responsible: Media Task Team	Timeline: Short Term
	3. Identify community organizations/associations for the CGRO to engage.	
	Responsible: Media Task Team	Timeline: Short Term



	4. <i>Develop and maintain a media contact list for the CGRO.</i>	
	Responsible: Media Task Team	Timeline: Short Term, ongoing
	5. <i>Develop and implement a regular, ongoing media release schedule and format.</i>	
	Responsible: Media Task Team	Timeline: Long Term, ongoing
	6. <i>Develop metrics to determine effectiveness of messaging and delivery mechanism.</i>	
	Responsible: Media Task Team	Timeline: Long Term, ongoing
	Outcome: The CGRO is deployed and communicating with media on behalf of the District.	
Goal: 5C Improve roles and relationships with allied government agencies and entities		
Objectives	1. <i>Identify agencies and groups to work with strategically.</i>	
	Responsible: Allied Agency Task Team	Timeline: Short Term
	2. <i>Assign an appropriate liaison to meet and interact with each agency.</i>	
	Responsible: Allied Agency Task Team	Timeline: Short Term
	3. <i>Monitor relationship and feedback from allied agency.</i>	
	Responsible: Allied Agency Task Team	Timeline: Short Term, ongoing
	Outcome: Roles and relationships with allied agencies have improved.	
Goal: 5D Maintain citizen support		
Objectives	1. <i>Keep community informed utilizing the community outreach program.</i>	
	Responsible: District Support Task Team	Timeline: Mid Term
	2. <i>Identify the District’s demographic profile.</i>	
	Responsible: District Support Task Team	Timeline: Mid Term
	Outcome: An engaged community that is supportive and understanding of the District’s needs and capabilities.	



Initiative 6 – Regionalization and Cooperation

The District has enjoyed a reputation in the past as an industry leader locally and regionally. Members no longer feel that is the case but are focused on returning to that leadership position again. To that end, this initiative seeks to find interested parties and develop partnerships with neighboring agencies where it improves services, reduces cost, or avoids duplication.

Initiative Managers: Assistant Chief Stueve, Assistant Chief Jackson, and IAFF 726 rep.

Goal: 6A Create regional efficiencies

Objectives

1. Investigate established cooperation networks with potential regional partner agencies.

Responsible: Regionalization Task Team

Timeline: Long Term, ongoing

2. Establish a concise list of mutually beneficial opportunities with potential regional partners.

Responsible: Regionalization Task Team

Timeline: Long Term, ongoing

3. Investigate interest with potential regional partnering agencies/entities.

Responsible: Regionalization Task Team

Timeline: Long Term

4. Develop, implement, and evaluate cooperative efforts with regional partner agencies.

Responsible: Regionalization Task Team

Timeline: Long Term

Outcome: Regional efficiencies for participating regional partners and Central Pierce Fire & Rescue.

Goal: 6B Develop consistency of approach, configuration, or operation among regional partners

Objectives

1. Pursue a regional approach to training with potential partners.

Responsible: Regionalization Task Team,
Training Chief

Timeline: Short Term

2. Persuade potential partner agencies of the benefit of regional partnerships.

Responsible: Regionalization Task Team, Fire
Chief, Local 726

Timeline: Long Term

3. Pursue a regional approach to standardized operational policies with potential partners.

Responsible: Regionalization Task Team, Fire
Chief, Local 726

Timeline: Long Term

4. Pursue joint response agreements (e.g., AVL dispatch, dropped border response).

Responsible: Regionalization Task Team, Fire
Chief, Local 726

Timeline: Long Term

Outcome: CPF&R and partner agencies have more consistent response protocols.



Goal: 6C Increase Central Pierce Fire & Rescue influence regionally		
Objectives	1. <i>Effectively develop a secure culture in line with CPF&R's mission, vision, and values.</i>	
	Responsible: Influence Task Team	Timeline: Short Term
	2. <i>Effectively advocate the interests of the District at the local, state, and national levels.</i>	
	Responsible: Influence Task Team	Timeline: Mid Term
	3. <i>Collaborate with regional partners on shared interests.</i>	
	Responsible: Influence Task Team	Timeline: Mid Term, ongoing
Outcome: CPF&R has greater influence regionally, proportionate to its jurisdictional responsibilities.		



IMPLEMENTATION METHODOLOGY

“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.”¹ These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from CPFR members, keeping the strategic plan and its status front and center of the organization continuously, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan’s long-term success.

The Board of Fire Commissioners is asked to review and adopt the strategic plan, endorsing the plan with an open letter to all readers of the plan (contained within this report). The fire chief and the IAFF Local 726 president have also endorsed this strategic plan. The importance of these three letters cannot be overemphasized. The legislative, executive, and labor branches of the organization have essentially signed on and are committed to seeing this strategic plan through to its ultimate achievement.

To the extent possible, the District budget should align with strategic plan elements. Initially, the District will estimate budget implications, since consideration of the strategic plan adoption coincides with budget development for the next fiscal year. However, follow-on years must strive to allocate funding more accurately to keep funding from being the roadblock to successful implementation.

Role of Task Teams

Each objective is assigned a name for a task team. The task teams currently exist in name only. They must be populated by capable members with an emphasis on those having a desire to achieve the objective or who have expertise or job assignments which align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the initiative manager where there are questions, identify funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the initiative managers.

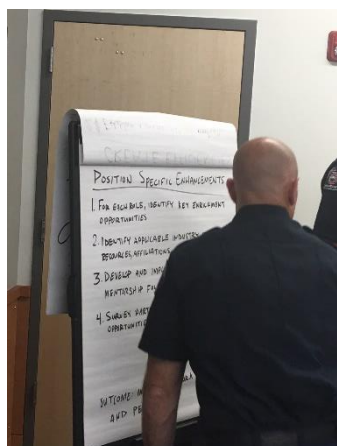
¹ Ahoy, Chris, Associate Vice President of Facilities Planning & Management, Iowa State University, September 1998.

Role of Initiative Managers

Each of the initiative managers have been selected by the internal planning team to coordinate the initiatives they are assigned. They must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the initiative; identify funding needs in order to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and progress of each task team under their charge; troubleshoot and help remove obstacles or barriers to the task teams as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

Role of Internal Planning Team & Fire Chief

The internal planning team, of which the fire chief is a member, is effectively the implementation team, establishing how often people meet, what they produce, how they should report it. They are responsible



for compiling the status of the individual initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an objective or delays its achievement beyond the timeline set within this plan.

The internal planning team should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan front of mind for every member. As charter members of this strategic plan, the internal planning team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Role of Central Pierce Members

Every member of CPFR is responsible to understand the strategic plan; internalize the mission, vision, values, goals and objectives of it; and help the organization achieve it whether a part of the various teams or not. By being aware of the various efforts being expended to make CPFR more successful, members can be on the look-out for opportunities the various task teams may be able to take advantage of to achieve its objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.



It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the District faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolution of some thorny issues requires more effort and more expenditure than is available to the District in the near term. Therefore, every effort should be made to manage this effort with focus on efficiency and effectiveness.

Communication Strategies and Mechanisms

The Strategic Plan must be communicated often and through many mechanisms. The Internal Planning Team created a Communication Roll-out Team that consists of David Travis (IT), Assistant Chief Stueve, and Assistant Chief Karns. Numerous communication strategies were discussed by the internal planning team and are suggested for consideration by the Communication Roll-out Team. They include:

- Chief officers meeting with all crews over the course of time to review the strategic plan.
- A single individual (preferably a line person) meeting with all crews over time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Use of Target Solutions to communicate the plan.
- Use of Adobe Connect (Base Station concept) to communicate the plan.
- Create an electronic dashboard that all members view to get updates on plan progress (perhaps as a screensaver so that it doesn't require action on the part of members to get an update).
- Upload the strategic plan electronically to make it accessible to all personnel, and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- Internal planning team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to meet with ESCI facilitators for plan updates and accountability.
- Fire Chief reports to the Board on status updates quarterly as a standing agenda item for the life of the plan (five years).

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



Appendix A – Internal SWOT Feedback

All members of Central Pierce Fire & Rescue were solicited for their feedback under the headings, “Strengths, Weaknesses, Opportunities, and Threats.” One hundred ninety-five members submitted responses. The responses were combined by ESCI where appropriate to reduce duplication of the submittals by paraphrasing to group similar—if not identical—responses together. Not all comments have been included. The following is a summary of the feedback ESCI received by internal stakeholders with the number of similarities banded (number of duplicates in parentheses):

Strengths

- The people/members/personnel (62)
- On shift crews doing it every day (30)
- Our customer service (7)
- Professionalism (5)
- Current Fire Chief (5)
- Not sure/don’t know (3)
- Responding quickly to incidents (3)
- EMS/Good ALS
- Spending money
- Dedicated employees, working with neighboring departments to tackle issues as a united front county wide versus individually
- Despite morale, they continue to serve the community
- Ability to get our levies and bonds passed
- Its call volume keeps the crews well-rehearsed
- There's more than one strength, so I'll say: We live and work here like a family. Sometimes it's great, sometimes it's tough, but I feel like the majority of us want to belong to a family unit, more than just a career. It's what we signed up for.
- Being conscious of their employees’ health and safety
- The ability to survive (but not thrive) in multiple agency mergers without developing a single unified organizational culture.
- Fleet
- Who we were and who you can be if we put our mind to it.
- Everyone wants to win
- Firefighting
- Teamwork
- Preparing for the future
- My department: Knowledge level of those working on the floor is above any that you would find in a private fleet and the amount of knowledge required for so many systems exceeds that of a normal fleet mechanic ten-fold.



Weaknesses

- Lack of Leadership (43)—many are position specific
- Its people/internal conflict (20)
- Communication (10)
- The default tactic of surviving (but not thriving) in multiple agency mergers without developing a single unified organizational culture. (9)
- Morale (5)
- Constant change and increased reliance on tech. If a natural disaster happens, I worry our system will collapse and we will fail our citizens. We do not train for OUR worst-case scenario/Constant changes in leadership. (5)
- Training (3)
- Organization/consistency
- Resistance to the transition from smaller departments with unique ways of doing things, to one large department with consistency and standards continues to hold the organization back.
- Succession planning. Management that were not leaders to begin and are now don't know how to do that.
- Again, a page from the military. You should always know the position above and below.
- Firefighters lack of understating that all decisions should be made knowing the constituents' needs should always coming first.
- Lack of mentoring for all positional levels, with disregard to potential testing for positions that require more knowledge, i.e., drivers' positions.
- The workload/impact of low acuity calls
- Lack of upper movement for non-line officers. I.e., why can't we have officers in medic units?
- An aging fleet with poor maint records. Too many politics and takes forever to get some things done. Again, poor decisions by Ops and lots of wasted money from not listening to the boots on the ground. Too much tough guy flexing at the top.
- Yes... all the KMEs will be nice when they all get here and we have a like fleet.
- Not having a Haz Mat or tech rescue station(s) lock out for immediate response. Every time there is a call out, we scramble from every end of the district trying to come up with some kind of response model, which usually ends up taking hour(s) by the time they actually get to the call. Try and tell Mrs. Smith whose kid is drowning or stuck on a rock in the icy river why it took so long to assemble and respond. Station together, train together, respond together win-win-win.
- Battalion chiefs group being engaged and actively participating in setting forth operational direction and not being bogged down by secretarial things like Telestaff.
- Lack of education.
- Wide range of tactical plans depending on who the officer is.
- The way we treat people that are determined not to be ALS
- Letting certain people run the show because of they are worried of how the elected body will react if those people talk to them.
- That these people are not recognized and utilized for their abilities and strengths.



- Placement of rookies, should be less time between rotations
- Responding and acting appropriately for all incidents, specifically the low frequency high risk incidents
- Failing to address issues that have gone ignored for too long
- Not recognizing or acknowledging that EMS is by far the majority of what is responded on versus fire suppression. EMS is not given the same level of respect or recognition as Fire Suppression. Addressing the need for changing the response format for the ever-rising increase in EMS calls as well as the need for developing a community paramedicine program.
- EMS delivery system.
- Allowing personal relationships and back channels to sometimes get in the way of the chain of command. Whether or not you always agree with what is being pushed down from your supervisor, we must back them and see the bigger picture of our department's future direction.
- The department is not run like the large, top 5 department it is. Things seem disorganized with no clear plan moving forward. I was encouraged to read that CPFR was meeting with Puget Sound RFA, which in my opinion is one the best ran departments in the state.
- Ability to adapt quickly to the needs of the community.
- Time to train, PT, or work on projects.
- Likely the workload many employees are under. It wears on people (physically, mentally, ability to be positive) to be constantly overloaded. There needs to be balance.
- Cohesion and the realization that all aspects of the Department need to function in a way that supports one another for the purpose of achieving our common goal; providing the best service possible to our citizens.
- Internal customer service. There is a perception that we are viewed as a liability rather than an asset. We don't develop our greatest asset, the employee.
- We are in the People business, we solve problems for people with people.
- Minimum staffing not keeping up with the increase in call volume.
- Trying to run the district like a business instead of a fire Department (being willing to say NO to some things that need to be done in the public. (i.e., Burn complaints, area investigations, etc.)
- Assisting the nursing homes on nothing BLS transports were not there to assist them with or to run their business model.
- Our inability to train and grow our own members to be leaders in our organization. We have an old guard that has been less than helpful with the growth of this department (and has actually been harmful in our recent financial situation), and this "good old boys" mentality will definitely be a weakness until it changes one retirement at a time.
- Our ability to be content with how we've always done it. The ability of the command staff to think outside the box or be innovative is lacking.
- There is so much talent and knowledge that never gets passed on because many feel that the department leadership does not value it.
- Operating and responding the same way the last 20 years and failing to adjust to the changing needs of our community.



- The lack of professional education and experience of the officer corps. Our leadership (from company officer to deputy chief) is poorly trained and prepared to run the 4th largest fire department in the State of Washington. We make decisions based on small town fire department experience when we are in fact a major multimillion dollar corporation. We need to shed our small-town mentality and mature into a modern-day fire service to support our community.
- I think in many ways we have legacy issues related to being a group of smaller departments that came together and we need to think on larger scales for not just addressing issues right now but building infrastructure for the future of delivery of services and viability as a professional organization.
- Not following the chain of command
- Its assumed that if you hear nothing everything is working. Which I agree with but at the same time it's good to have Supervisors at all levels seeking feedback about problems, needs, and observations of what is going on. This has to be authentic and a safe environment that doesn't feel like a trap or just a small talk type question.
- Not listening to the line guys. I know you have heard us, but apparently are not listening to us.
- Lack of a succession plan and the mentoring and systems in place for it to be successful.
- Auto extrication
- Lack of emotional intelligence.
- Fleet serviceability, safety, and reliability.
- We don't excel at being the most progressive, forward-thinking organization in the state.
- Not taking advantage of the wealth of knowledge and skills of those employed at CPFR. These people can relieve the workload of the upper leadership, leaving them able to do the tasks they are meant to handle.



Opportunities

- Increase staffing to staff additional medic units for increased transports/The non-traditional alternatives to EMS Find a way to say no to low acuity, non-emergent needs/Restructuring EMS to include ways to deal with low acuity calls in a way that is easier on the district. Team up with others (nurses?), use peak hours vehicles, looking at east side, westside aid cars, etc. (30)
- Mergers/Becoming a Fire Authority (15)
- Develop Leadership/Opening senior leadership positions to outside applicants in order to find the best and brightest applicants/ Pending turnover at senior levels of leadership/We are having a significant turnover in membership. As a result of the new faces, the district has the opportunity to start flushing poor behavior. We have people in leadership roles who have never had any kind of leadership responsibility. Start to educate them properly. Make them strong leaders who lead by example in all areas of our profession. Not only do our members need a skillset that enables them to function on the job, they need an interpersonal skillset. They need an ability to lead on the emergency scene, and in the station as a standup individual. Once they do that, and our new hires are brought up in that environment, our culture will change. (12)
- Training for all levels/create a culture of training/bring in outside instructors and use standards and procedures other departments use that have shown to work well (11)
- Officer/employee development/mentoring (10)
- Grants/grant writer (4)
- Technology (3)
- Restructure support services, including chiefs.
- Invest in programs for its people
- Seize the opportunity to use the thoughts, advise, and energy of the employees that were hired through a rigorous weeding out/hiring process.
- Learn from these mistakes and not make them again.
- Education
- Solving future problems NOW and being ahead of the curve like we used to.
- The current atmosphere found within the country where information is so freely being shared—take advantage of that information and those practices.
- To become more involved in its community and its members.
- The opportunity to change and be progressive again. We were very progressive prior to the Puyallup merger
- Use money to educate.
- Improving the morale of the line personnel by getting rid of the dead weight in this department and hold people accountable to do their jobs.
- Implementing a better dispatch criteria for SS911 to follow so calls can be dispatched correctly
- Shaping the future of 911 and what it's here for.
- People, we have a very young and talent workforce. They are the ones to rise up CPFR to its full potential. We need to prepare them thoroughly for this role.
- Developing a Community Paramedicine program. Getting legislation changed to allow for transporting to clinics versus only being able to transport to hospital emergency rooms.



- The knowledge, skills, and abilities within the employees at CPFR, whether or not it has specific relations to their job description.
- GEMT
- Adding additional personnel to this ever-growing department.
- Community support and direction. Let's get mission clarity from the community and inform them what level of resource is required to meet their expectation.
- Challenge the tendency to be average
- Tap into the resources (below) before they are gone. Beginning a mentoring program is a great way to start that process.
- All of its members not just the few favorites
- Capitalize in a new energized workforce by encouraging growth and education
- Stopping the tactical roll out of blue card. If we continue to go forward with this process, only our citizens lose.
- Free up funds for secondary education. OT/Backfill for classes. Our ability to better ourselves with classes should not hinge on our ability to get shift trades
- Economic growth
- Systems analysis and design to deploy our resources as efficiently as possible
- The border stations with Graham Fire
- More stations
- Get more Support Staff
- Figure out some way to make Dispatch fit our needs. Make it more comfortable for our personnel during the work Cycles/Any ability to create and staff our own dispatch center. Firecomm hates us, and it shows.
- Creating a superior culture here
- Incident critiques/published AAR
- We need to take advantage of the enthusiasm of our younger members. Support them in growing into greater professionals than we are now.
- Those that have expertise in teaching... Grabby for forcible entry, Martinson for trauma classes, Beal for Special Ops, Pugh for auto extrication
- Addressing our deployment model/staffing levels as our district continues to grow. Our call volume isn't getting any less.
- Tap into the great knowledge of their own members before they retire as well as the knowledge from outside instruction.
- Keep hiring quality people. Never lower our standards.
- Our people's desire to do a great job
- Community relations and outreach
- Let those with specific interests in subject matter teach hands-on classes in those areas. We have people with good backgrounds who can teach skills.
- Its people



- Leaving station 66 in service
- Citizen support
- Use the results of this survey to effect real change.
- Utilize our new training facility to host multi-agency training. This will foster relationships and bring CPFR forward in the Fire Service.
- Secure funding and good budget
- Getting more of the experts that work here to put on classes to teach the masses.
- Promotional examination and expectation.
- Using the EF Recovery Funds to increase the Employee Health and Wellness Program to include comprehensive physicals.
- Utilizing incoming funding to adequately staff administration

Threats

- Another economic downturn or a disaster that destroys the tax base/funding/voter support (22)
- Zero leadership will affect us on all fronts/DC leadership and conflict/lack of succession planning (13)
- Low acuity calls (12)
- Retirements (5)
- Losing public trust through firefighter first conservative tactics that fail the mission they expect us to hold.
- Everyone wants to go home. I love my family as much as anyone. Being well trained, knowledgeable, and aggressive makes us safe. Aggressive isn't dangerous, being poorly trained and timid is.
- Over extending current resources and continuing to provide inter-facility transports to clinics and nursing facilities leaving tax paying citizens with no ALS capable transport units.
- Lack of voter and community support
- Repeating the pattern of slowly discouraging enthusiastic employees, until they spend their final years coasting rather than feeding the next generation with pride and excitement for CPFR.
- No progressing with the community needs.
- Climbing dependence on emergency services for non-emergencies
- The loss of what Central Pierce was when it was formed. It was a growing progressive department and since the merger with Puyallup Fire it is fading memory.
- Revenue sources and creative solutions for future problems.
- Seem to be losing medics, actors, etc., with no fix in sight.
- Failing to bound our mission and services within some set of limitations. We can't do it all. The further we diversify the services we provide, the less capable we are of excelling in any one of those areas (Jacks of all trades, masters of none). This will further normalize a critical dumbing down of the craft of firefighting (and at some point possibly other disciplines).
- Poor planning for the future with inevitable growth and call volume.
- Falling behind other departments in regard to its EMS services and level of service.



- Large scale disaster, are we ready locally or county wide for a lahar or earthquake. Do FFs know what the plan is if they can't make it to work because of failing interstates and no airport access etc., etc., more and more FFs live out of the area.
- Future fire chief with no direction.
- The way we try to avoid transporting every call possible!
- The disrespect towards our citizens.
- District resources keeping up with the population growth (residential and commercial)
- Complacency.
- Not improving the morale of the department
- Lack of support from the public.
- #2 becoming #1...
- Letting ourselves be taken advantage by the public. We need to set parameters of what we are truly here to do. It's okay to say no.
- Turnover in membership. The beauty is though, we can train anyone to be a firefighter. We don't need all ex-military. We don't need all former athletes. We don't need all college grads. We need people with a good head on their shoulders, and an understanding of what it means to give good customer service both internally and externally.
- The increasing call volume
- Taxpayers tired of high taxes
- Fire services becoming an increasingly small part of our job
- Not growing parallel with community needs.
- Losing the trust and respect of our citizens.
- Stagnation. The most adaptable organizations thrive. Size and strength are not enduring indicators.
- The people moving up
- Becoming an organization governed by rigid and restrictive policies rather than training company officers and firefighters to be good at their jobs. Policies CANNOT replace proper training and mentoring of employees. Management by policy is an easy way out.
- Public perception.
- Not merging with neighboring depts. We don't need to duplicate resources. Get bigger, combine resources, thus increasing services to our communities.
- Not adapting to the changing call type and volume. Running the calls the same as we always have. Sending a 40,000 lb rig to an anxiety call.
- Losing the members' drive to seek out new and improved ways to solve problems due to overbearing management.
- Continuing to not hold admin personnel accountable. The mismanagement of the bond will make it difficult to ask the community for more financial support.
- Turnover of employees and inconsistency
- The lack of a positive healthy supportive culture.



- Firecomm. They have shown an inability to dispatch correctly, they will get us hurt someday soon.
- Population growth outpacing district growth planning.
- Not able to support our Fire Fighters
- Asking the District staffing to take on more and more projects
- Know when to say “no” and feel that it's all right to do so
- We need to take better care of our crews as call volume rises.
- Complacency and the idea that we are the greatest fire department in the state/county.
- Lack of succession preparation will just keep us from ever moving forward and will keep us a reactive not proactive organization.
- Loss of the old guard and that information being passed on. Why does every generation try to reinvent the wheel? Learn why things were done, before you change them. Why did we have 200 ft hose lines... what is the distance between stand pipes in old folks’ homes and hotels? To say it's too heavy, should not be an issue.... we have lighter hose that can compact more. I have never gone to a fire and thought I have too much hose... I've gone to a number lately where 150 isn't enough... examine why we had something.
- The spreading of poor attitudes and apathy.
- We can't keep asking our citizens and businesses for more money every time we have a crisis with apparatus and/or stations.
- If we do not get our people focused on treating the citizens with respect, we are one cell phone video of our current attitude failing every funding source we bring to the voters or relationship to the voters closing Station 66
- Not preparing for the future growth of our district.
- Aging baby boomer population could have a significant impact on district resources
- The truths reflected in this survey will be covered up and effect no change causing an even greater disconnect between the labor force and management.
- Admin staff and sometime BC rank not engaged. Personnel retired on active duty.
- Increased population
- Vehicle failure resulting in injury.
- Continuing to operate at par with a constantly growing and changing community.
- Getting stagnant
- Growth
- Inadequately staffed administration
- Expected community growth will cripple current staffing and resource.
- Remaining where we are in how we treat each other internally.



Appendix B – Timeline

Objectives	Assigned Responsibility	Critical 90 Days	Short Term 91 Days to 1 year	Mid Term 1 year to 3 years	Long Term 3 years to 5 years
Obj. 1A1: Survey all personnel to determine what communication processes or efforts would help them be more informed.	Communication Task Team				
Obj. 1B1: Identify the current cultural climate through employee input.	Culture Task Team				
Obj. 4C1: Work collaboratively with IAFF Local 726 regarding community planning scope of proposed work.	Community Planning Task Team				
Obj. 5B1: Develop the Community and Government Relations Officer (CGRO) through job shadow with other PIOs, position-specific training, and necessary budget/resource support.	Media Task Team				
Obj. 1A2: Build a system of communication based upon analysis of survey results.	Communication Task Team				
Obj. 1A3: Implement communication system (see Objective 1A2) and provide a continuous feedback loop.	Communication Task Team		Ongoing		
Obj. 1B2: Work with outside consultant to help identify the current culture.	Culture Task Team				
Obj. 1B3: Create and implement a plan to shift culture based on input.	Culture Task Team		Ongoing		
Obj. 1B4: Educate and instill with members the District's mission, vision, and values.	Culture Task Team		Ongoing		
Obj. 1B5: Re-evaluate department culture continuously.	Culture Task Team		Ongoing		
Obj. 1C1: Mandatory human relations training for all supervisors.	Human Relations Task Team				
Obj. 1C2: Mandatory conflict resolution training for all personnel.	Human Relations Task Team		Ongoing		
Obj. 2A1: Conduct a process to secure a consultant for infrastructure evaluation.	Facilities & Equip. Task Team				



Obj. 2A3: Identify an assets, inventory, and maintenance tracking system.	Facilities & Equip. Task Team				
Obj. 3A1: Develop a Request for Proposals for outside expertise in developing a succession plan for the District.	Succession Plan Task Team				
Obj. 3A2: Hire the successful vendor for succession plan development.	Succession Plan Task Team				
Obj. 3A3: Develop a plan for succession within the District.	Succession Plan Task Team				
Obj. 4B5: Utilize podcasts and social media to deliver prevention and education messages.	Prevention Task Team		Ongoing		
Obj. 4D1: Secure funding to conduct a District master plan.	Master Plan Task Team				
Obj. 4D2: Develop a Request for Proposal for a vendor to conduct a master plan for the District.	Master Plan Task Team				
Obj. 4D3: Select the successful vendor to conduct a District master plan.	Master Plan Task Team				
Obj. 4E1: Secure funding to conduct a District EMS Delivery System Plan.	EMS System Task Team				
Obj. 4E2: Develop a Request for Proposal for a vendor to conduct an EMS Delivery System Plan for the District.	EMS System Task Team				
Obj. 4E3: Select the successful vendor to conduct an EMS Delivery System Plan for the District.	EMS System Task Team				
Obj. 4F1: Secure funding to conduct a District Fleet Services Business Practices plan.	Fleet Services Task Team				
Obj. 4F2: Develop a Request for Proposal for a vendor to conduct a Fleet Services Business Practices plan for the District.	Fleet Services Task Team				
Obj. 4F3: Select the successful vendor to conduct a District Fleet Services Business Practices plan.	Fleet Services Task Team				
Obj. 5A1: Evaluate the District's current marketing outreach program.	Community Outreach Task Team				



Obj. 5A2: Survey similar organizations for successful community outreach plans and best practices.	Community Outreach Task Team				
Obj. 5B2: Research the most effective media outlets, including social.	Media Task Team				
Obj. 5B3: Identify community organizations/associations for the CGRO to engage.	Media Task Team				
Obj. 5B4: Develop and maintain a media contact list for the CGRO.	Media Task Team		Ongoing		
Obj. 5C1: Identify agencies and groups to work with strategically.	Allied Agency Task Team				
Obj. 5C2: Assign an appropriate liaison to meet and interact with each agency.	Allied Agency Task Team				
Obj. 5C3: Monitor relationship and feedback from allied agencies.	Allied Agency Task Team		Ongoing		
Obj. 6B1: Pursue a regional approach to training with potential partners.	Regional Task Team, Training Chief				
Obj. 6C1: Effectively develop a secure culture in line with CPF&R's mission, vision, and values.	Influence Task Team				
Obj. 1C3: Revise/Update the member code of conduct.	Human Relations Task Team				
Obj. 1D1: Overhaul and balance out the current recognition committee.	Recognition Task Team				
Obj. 1D2: Establish and publish parameters for employee recognition.	Recognition Task Team				
Obj. 1D3: Identify the venue to hold annual formal recognition event.	Recognition Task Team				
Obj. 2A2: Develop a preventive maintenance schedule for buildings and properties.	Facility & Equip. Task Team				
Obj. 2B1: Acquire an external review of current and alternative funding sources.	Revenue Task Team				



Obj. 2B2: Explore implementation of alternative revenue sources (e.g., impact fees, MVA spills, training facilities/marketing, outside fleet maintenance, user fees [nursing homes, etc.], grants/grant writing).	Revenue Task Team				
Obj. 2C1: Develop a plan to use forecasted financial information to guide the budget.	Finance Task Team				
Obj. 3A4: Implement the succession plan within the District.	Succession Plan Task Team				
Obj. 3B1: Investigate current successful models from other fire service organizations.	Career Path Task Team				
Obj. 3B2: Validate current job descriptions.	Career Path Task Team				
Obj. 3B3: Work and cooperate with the affected locals as career paths are developed.	Career Path Task Team				
Obj. 3B4: Identify career enhancements within current positions.	Career Path Task Team				
Obj. 3B5: Define knowledge, skills, and abilities necessary for each position.	Career Path Task Team				
Obj. 4A1: Identify community risks and based on results, determine resource needs.	Risk Reduction Task Team				
Obj. 4B2: Review current prevention and education programs and evaluate effectiveness.	Prevention Task Team				
Obj. 4B3: Identify prevention and education needs by topic (i.e., what are we solving by teaching? Data mining).	Prevention Task Team				
Obj. 4B4: Identify target audiences (care centers, schools, SR centers) based on objective 4B3.	Prevention Task Team				
Obj. 4D4: Work with the successful vendor to develop the District master plan.	Master Plan Task Team				
Obj. 4E4: Work with the successful vendor to develop the District EMS Delivery System Plan.	EMS System Task Team				
Obj. 4F4: Work with the successful vendor to develop the District Fleet Services Business Practices plan.	Fleet Services Task Team				



Obj. 5A3: Create and adopt a community outreach plan with ongoing evaluation.	Community Outreach Task Team				
Obj. 5D1: Keep community informed utilizing the community outreach program.	District Support Task Team				
Obj. 5D2: Identify the District's demographic profile.	District Support Task Team				
Obj. 6C2: Effectively advocate the interests of the District at the local, state, and national levels.	Influence Task Team				
Obj. 6C3: Collaborate with regional partners on shared interests.	Influence Task Team			Ongoing	
Obj. 1C4: Conduct periodic outside evaluation of interpersonal dynamics within the District.	Human Relations Task Team				Ongoing
Obj. 1E1: Audit policies and procedures to determine relevance.	Standards Task Team				
Obj. 1E2: Modify policies and procedures as indicated in Objective 1E1.	Standards Task Team				
Obj. 1E3: Develop process to vet new proposed policies.	Standards Task Team				
Obj. 1E4: Implement and communicate policy and procedure changes through a communication plan.	Standards Task Team				
Obj. 1E5: Train leadership to coach and develop leadership compliance.	Standards Task Team				
Obj. 2C2: Develop a 3–5 year economic outlook plan.	Finance Task Team				Ongoing
Obj. 2C3: Twice annually review the economic outlook plan for relevance and adjust as necessary.	Finance Task Team				Ongoing
Obj. 3A5: Periodically review the succession plan for success and adjust as necessary.	Succession Plan Task Team				
Obj. 3B6: Access and accomplish formal and informal career path education and training.	Career Path Task Team				



Obj. 3C1: For each position, identify key enrichment opportunities.	Enrichment Task Team				
Obj. 3C2: Identify applicable industry standards, resources, and affiliations that would be beneficial to the position.	Enrichment Task Team				
Obj. 3C3: Develop and implement a role-specific mentorship focused on enrichment.	Enrichment Task Team				
Obj. 3C4: Survey participants for improvement opportunities for professional development.	Enrichment Task Team				Ongoing
Obj. 4A2: Create a risk reduction plan and implement to address risks.	Risk Reduction Task Team				
Obj. 4A3: Educate the community on risk reduction strategies.	Risk Reduction Task Team				Ongoing
Obj. 4A4: Evaluate impact of risk reduction program on response demand and update risk reduction plan annually.	Risk Reduction Task Team				Ongoing
Obj. 4B1: Obtain a contract with the county similar to the contract with the City of Puyallup for fire prevention and code enforcement services.	Prevention Task Team				
Obj. 4C2: Develop a concise list of community planning issues that need to be addressed.	Community Planning Task Team				
Obj. 4C3: Identify the agencies providing oversight for the issues identified in objective 4C2.	Community Planning Task Team				
Obj. 4C4: Establish and/or build upon relationship with each of the agencies identified in objective 4C3.	Community Planning Task Team				
Obj. 4D5: Implement the District master plan.	Master Plan Task Team				Ongoing
Obj. 4E5: Board of Fire Commissioners review, adopt, and direct implementation of the District EMS Delivery System Plan.	EMS System Task Team				Ongoing
Obj. 4F5: Board of Fire Commissioners review, adopt, and direct implementation of the District Fleet Services Business Practices plan.	Fleet Services Task Team				Ongoing
Obj. 5A4: Adjust staffing to implement the community outreach plan.	Community Outreach Task Team				



Obj. 5B5: Develop and implement a regular, ongoing media release schedule and format.	Media Task Team				Ongoing
Obj. 5B6: Develop metrics to determine effectiveness of messaging and delivery mechanism.	Media Task Team				
Obj. 6A1: Investigate established cooperation networks with potential regional partner agencies.	Regionalization Task Team				Ongoing
Obj. 6A2: Establish a concise list of mutually beneficial opportunities with potential regional partners.	Regionalization Task Team				Ongoing
Obj. 6A3: Investigate interest with potential regional partnering agencies/entities.	Regionalization Task Team				
Obj. 6A4: Develop, implement, and evaluate cooperative efforts with regional partner agencies.	Regionalization Task Team				
Obj. 6B2: Persuade potential partner agencies of the benefit of regional partnerships.	Regionalization Task Team, Fire Chief, Local 726				
Obj. 6B3: Pursue a regional approach to standardized operational policies with potential partners.	Regionalization Task Team, Fire Chief, Local 726				
Obj. 6B4: Pursue joint response agreements (e.g., AVL dispatch, dropped border response).	Regionalization Task Team, Fire Chief, Local 726				



Appendix C – Status & Accountability

Central Pierce Fire & Rescue

Status & Accountability Worksheet

Implementation Timeline Status: On Target – Delayed or Deferred – Not Currently On Target

Initiatives/Goals/Objectives		
Initiative #1: Culture and Communication		Manager:
Goal 1A: Improve internal, organizational communication	Responsible	Timeline
Obj. 1: Survey all personnel to determine what communication processes or efforts would help them be more informed.	Communication Task Team	Critical Task
Obj. 2: Build a system of communication based upon analysis of survey results.	Communication Task Team	Short Term
Obj. 3: Implement communication system (see Objective 1A2) and provide a continuous feedback loop.	Communication Task Team	Short Term, ongoing
Goal 1B: Develop an appropriate department culture	Responsible	Timeline
Obj. 1: Identify the current cultural climate through employee input.	Culture Task Team	Critical Task
Obj. 2: Work with outside consultant to help identify the current culture.	Culture Task Team	Short Term
Obj. 3: Create and implement a plan to shift culture based on input.	Culture Task Team	Short Term, ongoing
Obj. 4: Educate and instill with members the department's mission, vision, and values.	Culture Task Team	Short Term, ongoing
Obj. 5: Re-evaluate department culture continuously.	Culture Task Team	Short Term, ongoing



Goal 1C: Understand and improve interpersonal dynamics	Responsible	Timeline
Obj. 1: Mandatory human relations training for all supervisors.	Human Relations Task Team	Short Term
Obj. 2: Mandatory conflict resolution training for all personnel.	Human Relations Task Team	Short Term, ongoing
Obj. 3: Revise/Update the member code of conduct.	Human Relations Task Team	Mid Term
Obj. 4: Conduct periodic outside evaluation of interpersonal dynamics within the District.	Human Relations Task Team	Long Term, ongoing
Goal 1D: Improve member recognition within the District	Responsible	Timeline
Obj. 1: Overhaul and balance out the current recognition committee.	Recognition Task Team	Mid Term
Obj. 2: Establish and publish parameters for employee recognition.	Recognition Task Team	Mid Term
Obj. 3: Identify the venue to hold annual formal recognition event.	Recognition Task Team	Mid Term
Goal 1E: Adopt relevant, contemporary policies and standards that are complied with	Responsible	Timeline
Obj. 1: Audit policies and procedures to determine relevance.	Standards Task Team	Long Term
Obj. 2: Modify policies and procedures as indicated in Objective 1E1.	Standards Task Team	Long Term
Obj. 3: Develop process to vet new proposed policies.	Standards Task Team	Long Term
Obj. 4: Implement and communicate policy and procedure changes through a communication plan.	Standards Task Team	Long Term
Obj. 5: Train leadership to coach and develop leadership compliance.	Standards Task Team	Long Term



Initiative #2: Financial Sustainability		Manager:	
Goal 2A: Ensure financial and operational stability of equipment and facilities		Responsible	Timeline
Obj. 1: Conduct a process to secure a consultant for infrastructure evaluation.		Facilities & Equip. Task Team	Short Term
Obj. 2: Develop a preventive maintenance schedule for buildings and properties.		Facilities & Equip. Task Team	Mid Term
Obj. 3: Identify an assets, inventory, and maintenance tracking system.		Facilities & Equip. Task Team	Short Term
Goal 2B: Review current and alternative revenue sources		Responsible	Timeline
Obj. 1: Acquire an external review of current and alternative funding sources.		Revenue Task Team	Mid Term
Obj. 2: Explore implementation of alternative revenue sources (e.g., impact fees, MVA spills, training facilities/marketing, outside fleet maintenance, user fees [nursing homes, etc.], grants/grant writing).		Revenue Task Team	Mid Term
Goal 2C: Conduct robust financial forecasting and semi-annually review economic outlook		Responsible	Timeline
Obj. 1: Develop a plan to use forecasted financial information to guide the budget.		Finance Task Team	Mid Term
Obj. 2: Develop a 3–5 year economic outlook plan.		Finance Task Team	Long Term, ongoing
Obj. 3: Twice annually review the economic outlook plan for relevance and adjust as necessary.		Finance Task Team	Long Term, ongoing
Initiative #3: Professional Development		Manager:	
Goal 3A: Develop and adopt a succession plan with contracted professional assistance		Responsible	Timeline
Obj. 1: Develop a Request for Proposals for outside expertise in developing a succession plan for the District.		Succession Plan Task Team	Short Term
Obj. 2: Hire the successful vendor for succession plan development.		Succession Plan Task Team	Short Term
Obj. 3: Develop a plan for succession within the District.		Succession Plan Task Team	Short Term



Obj. 4: Implement the succession plan within the District.	Succession Plan Task Team	Mid Term
Obj. 5: Periodically review the succession plan for success and adjust as necessary.	Succession Plan Task Team	Long Term
Goal 3B: Create and implement career paths	Responsible	Timeline
Obj. 1: Investigate current successful models from other fire service organizations.	Career Path Task Team	Mid Term
Obj. 2: Validate current job descriptions.	Career Path Task Team	Mid Term
Obj. 3: Work and cooperate with the affected locals as career paths are developed.	Career Path Task Team	Mid Term
Obj. 4: Identify career enhancements within current positions.	Career Path Task Team	Mid Term
Obj. 5: Define knowledge, skills, and abilities necessary for each position.	Career Path Task Team	Mid Term
Obj. 6: Access and accomplish formal and informal career path education and training.	Career Path Task Team	Long Term
Goal 3C: Develop and rollout position-specific enhancements	Responsible	Timeline
Obj. 1: For each position, identify key enrichment opportunities.	Enrichment Task Team	Long Term
Obj. 2: Identify applicable industry standards, resources, and affiliations that would be beneficial to the position.	Enrichment Task Team	Long Term
Obj. 3: Develop and implement a role-specific mentorship focused on enrichment.	Enrichment Task Team	Long Term
Obj. 4: Survey participants for improvement opportunities for professional development.	Enrichment Task Team	Long Term, ongoing



Initiative #4: Prevention, Education, and Operations		Manager:	
Goal 4A: Reduce community risk		Responsible	Timeline
Obj. 1: Identify community risks and based on results, determine resource needs.		Risk Reduction	Mid Term
Obj. 2: Create a risk reduction plan and implement to address risks.		Risk Reduction	Long Term
Obj. 3: Educate the community on risk reduction strategies.		Risk Reduction	Long Term, ongoing
Obj. 4: Evaluate impact of risk reduction program on response demand and update risk reduction plan annually.		Risk Reduction	Long Term, ongoing
Goal 4B: Develop District-wide community prevention and education program		Responsible	Timeline
Obj. 1: Obtain a contract with the county similar to the contract with the City of Puyallup for fire prevention and code enforcement services.		Prevention Task Team	Long Term
Obj. 2: Review current prevention and education programs and evaluate effectiveness.		Prevention Task Team	Mid Term
Obj. 3: Identify prevention and education needs by topic (i.e., what are we solving by teaching? Data mining).		Prevention Task Team	Mid Term
Obj. 4: Identify target audiences (care centers, schools, SR centers) based on objective 4B3.		Prevention Task Team	Mid Term
Obj. 5: Utilize podcasts and social media to deliver prevention and education messages.		Prevention Task Team	Short Term, ongoing
Goal 4C: Influence community planning within the District		Responsible	Timeline
Obj. 1: Work collaboratively with IAFF Local 726 regarding scope of proposed work and working conditions.		Community Planning Task Team	Critical Task
Obj. 2: Develop a concise list of community planning issues that need to be addressed.		Community Planning Task Team	Long Term
Obj. 3: Identify the agencies providing oversight for the issues identified in objective 4C2.		Community Planning Task Team	Long Term
Obj. 4: Establish and/or build upon relationship with each of the agencies identified in objective 4C3.		Community Planning Task Team	Long Term



Goal 4D: Develop and implement a District master plan	Responsible	Timeline
Obj. 1: Secure funding to conduct a District master plan.	Master Plan Task Team	Short Term
Obj. 2: Develop a Request for Proposal for a vendor to conduct a master plan for the District.	Master Plan Task Team	Short Term
Obj. 3: Select the successful vendor to conduct a District master plan.	Master Plan Task Team	Short Term
Obj. 4: Work with the successful vendor to develop the District master plan.	Master Plan Task Team	Mid Term
Obj. 5: Board of Fire Commissioners review, adopt, and direct implementation of the District master plan.	Master Plan Task Team	Long Term, ongoing
Goal 4E: Develop and implement a District EMS Delivery System Plan	Responsible	Timeline
Obj. 1: Secure funding to conduct a District EMS Delivery System Plan.	EMS Task Team	Short Term
Obj. 2: Develop a Request for Proposal for a vendor to conduct an EMS Delivery System Plan for the District.	EMS Task Team	Short Term
Obj. 3: Select the successful vendor to conduct an EMS Delivery System Plan for the District.	EMS Task Team	Short Term
Obj. 4: Work with the successful vendor to develop the District EMS Delivery System Plan.	EMS Task Team	Mid Term
Obj. 5: Board of Fire Commissioners review, adopt, and direct implementation of the District EMS Delivery System Plan.	EMS Task Team	Long Term, ongoing
Goal 4F: Develop and implement a Fleet Services Business Practices plan	Responsible	Timeline
Obj. 1: Secure funding to conduct a District Fleet Services Business Practices plan.	Fleet Services Task Team	Short Term
Obj. 2: Develop a Request for Proposal for a vendor to conduct a Fleet Services Business Practices plan for the District.	Fleet Services Task Team	Short Term
Obj. 3: Select the successful vendor to conduct a District Fleet Services Business Practices plan.	Fleet Services Task Team	Short Term



Obj. 4: Work with the successful vendor to develop the District Fleet Services Business Practices plan.	Fleet Services Task Team	Mid Term
Obj. 5: Board of Fire Commissioners review, adopt, and direct implementation of the District Fleet Services Business Practices plan.	Fleet Services Task Team	Long Term, ongoing
Initiative #5: Marketing and Outreach	Manager:	
Goal 5A: Develop and adopt a comprehensive community outreach plan	Responsible	Timeline
Obj. 1: Evaluate the District's current marketing outreach program.	Community Outreach Task Team	Short Term
Obj. 2: Survey similar organizations for successful community outreach plans and best practices.	Community Outreach Task Team	Short Term
Obj. 3: Create and adopt a community outreach plan with ongoing evaluation.	Community Outreach Task Team	Mid Term
Obj. 4: Adjust staffing to implement the community outreach plan.	Community Outreach Task Team	Long Term
Goal 5B: Improve the District's media presence	Responsible	Timeline
Obj. 1: Develop the Community and Government Relations Officer (CGRO) through job shadow with other PIOs, position-specific training, and necessary budget/resource support.	Media Task Team	Critical Task
Obj. 2: Research the most effective media outlets, including social.	Media Task Team	Short Term
Obj. 3: Identify community organizations/associations for the CGRO to engage.	Media Task Team	Short Term
Obj. 4: Develop and maintain a media contact list for the CGRO.	Media Task Team	Short Term, ongoing
Obj. 5: Develop and implement a regular, ongoing media release schedule and format.	Media Task Team	Long Term, ongoing
Obj. 6: Develop metrics to determine effectiveness of messaging and delivery mechanism.	Media Task Team	Long Term



Goal 5C: Improve roles and relationships with allied government agencies and entities	Responsible	Timeline
Obj. 1: Identify agencies and groups to work with strategically.	Allied Agency Task Team	Short Term
Obj. 2: Assign an appropriate liaison to meet and interact with each agency.	Allied Agency Task Team	Short Term
Obj. 3: Monitor relationship and feedback from allied agencies.	Allied Agency Task Team	Short Term, ongoing
Goal 5D: Maintain citizen support	Responsible	Timeline
Obj. 1: Keep community informed utilizing the community outreach program.	District Support Task Team	Mid Term
Obj. 2: Identify the District's demographic profile.	District Support Task Team	Mid Term
Initiative #6: Regionalization and Cooperation		Manager:
Goal 6A: Create regional efficiencies	Responsible	Timeline
Obj. 1: Investigate established cooperation networks with potential regional partner agencies.	Regionalization Task Team	Long Term, ongoing
Obj. 2: Establish a concise list of mutually beneficial opportunities with potential regional partners.	Regionalization Task Team	Long Term, ongoing
Obj. 3: Investigate interest with potential regional partnering agencies/entities.	Regionalization Task Team	Long Term
Obj. 4: Develop, implement, and evaluate cooperative efforts with regional partner agencies.	Regionalization Task Team	Long Term



Goal 6B: Develop consistency of approach, configuration, or operation among regional partners	Responsible	Timeline
Obj. 1: Pursue a regional approach to training with potential partners.	Regionalization Task Team, Training Chief	Short Term
Obj. 2: Persuade potential partner agencies of the benefit of regional partnerships.	Regionalization Task Team, Fire Chief, Local 726	Long Term
Obj. 3: Pursue a regional approach to standardized operational policies with potential partners.	Regionalization Task Team, Fire Chief, Local 726	Long Term
Obj. 4: Pursue joint response agreements (e.g., AVL dispatch, dropped border response).	Regionalization Task Team, Fire Chief, Local 726	Long Term
Goal 6C: Increase Central Pierce Fire & Rescue influence regionally	Responsible	Timeline
Obj. 1: Effectively develop a secure culture in line with CPF&Rs mission, vision, and values.	Influence Task Team	Short Term
Obj. 2: Effectively advocate the interests of the District at the local, state, and national levels.	Influence Task Team	Mid Term
Obj. 3: Collaborate with regional partners on shared interests.	Influence Task Team	Mid Term, ongoing



Appendix D – Task Worksheet

Initiative:	Person(s) Responsible:	Desired Outcome(s):
Goal:		
Objective:	Timeline:	

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						