



Clallam County Fire District 3
STRATEGIC PLAN 2022-2024



Clallam County Fire District 3

2022-2024 Strategic Plan

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About Fire District 3

Preface – Clallam County Fire District 3 (District) provides a variety of services to the City of Sequim and surrounding area from east of Diamond Point to Deer Park Road in Port Angeles and is an essential mutual-aid resource to neighboring communities throughout the Peninsula. To fulfill its mission of service, the District maintains a cadre of highly dedicated volunteers and career members who are always ready to serve the community’s citizens with compassion and professionalism.

Mission Statement: Clallam County Fire District 3 is dedicated to excellence in serving, educating, and protecting our community through emergency medical services, fire suppression, and public education.

Vision Statement: Service Driven Through Excellence and Innovation

Core Values: Unity ~ Compassion ~ Integrity ~ Courage ~ Honor

Motto: The District’s Mission, Vision, and Values are summarized within the following motto:

Serve, Respect, Prevent & Protect

District Overview

The District, located in the eastern portion of Clallam County, includes the Gardiner community portion of Jefferson County. The District is the largest fire and emergency services provider in Clallam County; providing fire, rescue, and EMS response services to, approximately, a 142 square mile service area while protecting an estimated 34,000 citizens.

The District responds to all types of fires, medical and rescue-related emergencies from six fire stations distributed throughout the District. Three of these stations are staffed 24 hours a day, seven days a week, with a combination of on-duty career members that are supplemented by on-call volunteers. The other three stations are staffed exclusively with on-call volunteers. On-duty career firefighters work 24-hour shifts at Station 37 (Blyn), Station 33 (Carlsborg), and Station 34 (Sequim). Volunteers typically respond when called upon from home, work, or wherever they happen to be within the community.

The District responded to 7,262 requests for service in 2020. EMS service requests account for 84% of that total number, with 69% of those being Basic Life Support (BLS) and 31% of them classified as Advanced Life Support (ALS). Fire-related calls account for about 4% of that total, with the balance being a variety of false, unintentional, and canceled calls.

The District is governed by a Board of three Fire Commissioners, elected for staggered 6-year terms. The Commissioners serve, at large, to represent the District’s entire service area equally, rather than being assigned to provide geographic representation.



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The District employs 50 full-time employees who are classified as follows:

- 3 Chief Officers
- 3 Administrative Support positions
- 1 Fire Code Technician (Part-Time)
- 3 Maintenance Personnel
- 11 Captains
- 29 Firefighters





Implementation of the Strategic Plan

In order for the plan to be accomplished and to be effective, two things need to occur. First, it must be clearly communicated to the members of the organization. This must be accomplished through multiple mediums as experience tells us that a single method of communication does not reach all people effectively. Second, the plan must be constantly reviewed and evaluated. This review is to assure that progress is being made and those assigned work are accountable for completing their portion of the plan. It also serves as an opportunity for the organization to review the objectives to ensure they are still appropriate and achievable. Finally, progress accomplished needs to be communicated as evidence to the organization that the plan has value and is important. The following implementation steps are intended to accomplish the communication and review needs.

Communicating the Plan

- Within two weeks of the adoption of the Strategic Plan by the Board of Commissioners, the final adopted plan will be posted on the District Website, emailed to all members in .pdf format, and stored on the Vector Solutions file repository. Printed copies will be available at the front office for those who request one.
- The Chief and the four team leaders will present the plan to the Volunteer members at the next available drill night to communicate the intent of the plan, clarify questions and solicit members to participate in executing the plan.
- The Chief Officers and the four team leaders will present the plan to the career members during a series of “shift meetings” to communicate the intent of the plan, clarify questions and solicit members to participate in executing the plan.
- The Chief and the four team leaders will make themselves available for one-on-one conversations for those seeking additional information.

Review, Evaluations and Reporting

- The Chief will maintain a document that records significant accomplishments towards achieving completion of the plan objectives.
- The first Monday of each month, each team leader will submit to the chief in writing any progress, challenges or newly identified needs for the objectives within their assigned goal.
- The following Wednesday, the Chief and the team leaders will meet to review progress and identify and recommendations for adjustments as needed.
- The second week each month at the weekly staff meeting the Chief will review the plan progress.
- This document will be presented and discussed at the second regular meeting of the Board of Commissioners (third Tuesday of each month).
- Quarterly the Chief and the four team leaders will review the plan for minor changes.
- October of each year the Plan will be reviewed for major changes. If major changes are identified, they will be presented to the Board of Commissioners in December.



Service Delivery (A)

Goal: Develop a service delivery model that will allow enhancements to meet community needs.

Objective 1A	Obtain new data set to inform decision making			
How to Implement the Recommendation	Perform internal GIS study to evaluate most current data; Perform internal Data Review to evaluate most current data; Determine need for outside product.			
Timeframe	Begin 2022-Q1 Complete 2022-Q1 Priority: Important, Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$0.00	Consumable:	\$0.00
	Personnel:	\$1000.00 + Volunteer Points	Contract Services:	\$0.00
How will success be measured?	Completion of review and recommendation from team whether an outside product is needed.			
Objective 2A	Determine level of service needs and develop Service Delivery Objectives			
How to Implement the Recommendation	Meet with Board of Commissioners and Fire Chief to obtain scope and mission; Determine current and near future service demands of community; Determine service delivery objectives.			
Timeframe	Begin 2022-Q3 Complete 2022-Q4 Priority: Important, Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$0.00	Consumable:	\$0.00
	Personnel:	\$10,000 + Vol Points	Contract Services:	\$0.00
How will success be measured?	BOC either reaffirms current mission statement or approves new mission statement; Service Delivery Objectives adopted by Board of Commissioners.			
Objective 3A	Develop Response Plan to meet established Service Delivery Objectives			
How to Implement the Recommendation	Review industry best practices; Review response models of similar agencies; Research innovative response tools; Determine most appropriate response models to achieve adopted Service Delivery Objectives; Present Response Plan to Board of Commissioners for adoption.			
Timeframe	Begin 2023-Q1 Complete 2023-Q4 Priority: Important, Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$0.00	Consumable:	\$0.00
	Personnel:	\$10,000 + Vol Points	Contract Services:	\$0.00
How will success be measured?	Response Plan adopted by Board of Commissioners; Annual Performance reports reflect responses meeting the adopted Service Delivery Objectives.			



Communication and Collaboration (B)

Goal: Develop internal and external communication procedures that will allow for easy flow through the District and community.

Objective 1B	Establish a culture of Accountability			
How to Implement the Recommendation	Define Accountability; Evaluate current environment of accountability; Use 3 rd party vendor to prepare and administer a District wide survey of all members; Develop tools to increase accountability; Regularly re-evaluate accountability environment.			
Timeframe	Begin 2022-Q1 Complete 2022-Q3 Priority: Important, Urgent			
Assigned to	Fire Chief			
Funding Estimate	Capital:	\$8,000.00 – 10,000.00	Consumable:	\$0.00
	Personnel:	\$0.00	Contract Services:	\$0.00
How will success be measured?	90% of all members complete the survey; The survey will be reviewed by the Board of Commissioners, District Officers and Labor/Leadership; Actions will be taken based upon survey results; Identified actions to be taken are accomplished annually.			
Objective 2B	Update/Expand Internal Communications SOP's			
How to Implement the Recommendation	Expand, modify and adopt formal, internal, communications SOP's to include: Set dates and times for all meetings; Notes or minutes for all meetings; Establishment of Station/Duty Section pass down logs and regular reports of progress of implementation of strategic plan to the Board of Commissioners and District membership; Perform Annual Survey to determine members' opinion of organizational communication.			
Timeframe	Begin 2022-Q3 Complete 2023-Q1 Priority: Important, Urgent			
Assigned to	Fire Chief			
Funding Estimate	Capital:	\$1,000.00 (Admin Time)	Consumable:	\$0.00
	Personnel:	\$0.00	Contract Services:	\$0.00
How will success be measured?	Members perceive accurate and timely flow of information up and down the chain of command organization; Results from annual members survey demonstrate satisfaction with organizational communications.			



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Objective 3B	Develop and execute a formal external communications plan			
How to Implement the Recommendation	Develop and maintain a standard approved briefing package for use in the general community; Identify key Community Governmental and Non-Governmental Partners and Stakeholders; Establish a list of community outreach and public safety education services offered by District; Formalize liaison assignments and duties to ensure engagement with Stakeholders; Require regular reporting of liaison activities and requests for support; Increase Stakeholders engagements by 5 annually.			
Timeframe	Begin 2023-Q1 Complete 2023-Q4 Priority: Important, Not Urgent			
Assigned to	Fire Chief			
Funding Estimate	Capital: Personnel:	\$Some OT \$0.00	Capital: Personnel:	\$0.00 \$0.00
How will success be measured?	Plan issued approved by Board of Commissioners by the end of 2022; Formal Briefing package established by 2022-Q1; District liaison officers assigned AND OPERATING 2023-Q1.			
Objective 4B	Create a culture and environment where both Labor and Management establish mutual goals for the entire District			
How to Implement the Recommendation	Create a Labor/Management vision statement; Establish a list of mutually agreed upon short term goals; Establish a list of mutually agreed upon long term goals; At Monthly Labor/Management meeting, develop strategies to accomplish goals; Meet Annually specifically to review progress on stated goals; Deliver The Labor Management Alliance” or similar program supported by IAFC/IAFF.			
Timeframe	Begin 2023-Q1 Complete 2023-Q4 Priority: Important, Not Urgent			
Assigned to				
Funding Estimate	Capital: Personnel:	\$0.00 \$0.00	Capital: Personnel:	\$0.00 \$0.00
How will success be measured?	Vision statement adopted by Labor/Management committee; Short term goals adopted by Labor/Management committee; Long term goals adopted by Labor/Management committee; Labor/Management committee meeting held 10 times annually. At least one short term and one long term goal accomplished.			



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Objective 5B	Formal Training for Labor/Management Leaders			
How to Implement the Recommendation	The Labor Management Alliance (LMA) or similar programs supported by both IAFC and IAFF focus on techniques for bringing Labor/Management together on the same page, working toward common goals for the District; Training and facilitated packages such as this can be used to create a unified vs. a “us or them” culture.			
Timeframe	Begin 2022-Q2 Complete 2022-Q4. Repeat every two years. Priority: Important, Not Urgent			
Assigned to	Fire Chief			
Funding Estimate	Capital: Personnel: * Selection of providers would be researched and selected by T/O, Chief Officer and Union Leadership. Costs would be researched and determined by source selection.	\$0.00 \$0.00	Capital: Personnel:	\$0.00 \$0.00
How will success be measured?	All leaders of labor/management in District demonstrate better communication and lead more effectively and efficiently; A set of goals mutually agreed upon by labor and management; A perceptibly improved culture in the District between Labor and Management.			

END OF COMMUNICATION AND COLLABORATION



Planning (C)

Goal: Develop and implement planning practices that will meet the District's mission.

Objective 1C		Develop a comprehensive Apparatus Replacement Plan			
How to Implement the Recommendation	Evaluate current fleet; Determine right sized fleet both type and quantity; Determine lifespan for each type apparatus; Develop implementation plan; Develop funding plan for both immediate and on-going needs.				
Timeframe	Begin 2024-Q1 Complete 2024-Q2 Priority: Important, Not Urgent				
Assigned to	Assistant Chief of Logistics				
Funding Estimate	Capital:	> \$2,500.00	Consumable:	\$0.00	
	Personnel:	\$0.00	Contract Services:	\$0.00	
How will success be measured?	Board of Commissioner's approve replacement plan; Purchases made according to plan; Apparatus meets operational needs.				
Objective 2C		Review current Apparatus Maintenance Plan			
How to Implement the Recommendation	Review current Preventive Maintenance plan; Ensure Federal and State requirements are met; Develop a comprehensive preventative maintenance plan; Develop annual review guidelines.				
Timeframe	Begin 2022-Q1 Complete 2022-Q2 Priority: Important, Not Urgent				
Assigned to	Assistant Chief of Logistics				
Funding Estimate	Capital:	\$1000.00 annually	Consumable:	\$0.00	
	Personnel:	\$0.00	Contract Services:	\$0.00	
How will success be measured?	Plan approved by Fire Chief; Maintain or reduce number of days that apparatus are "out of service" Annual review process utilizing both maintenance and line staff for perceived effectiveness; Noticeable increase in life-span of apparatus.				
Objective 3C		Accurately track Apparatus Maintenance Costs			
How to Implement the Recommendation	Track apparatus costs per mile, hour, and annually; Utilize technology to track costs of: <ul style="list-style-type: none"> • Labor • Parts • Down time 				



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	Produce both periodic and as needed reports on apparatus maintenance costs.			
Timeframe	Begin 2022- Q1 Complete 2022-Q1 Priority: Important, Not Urgent			
Assigned to	Assistant Chief of Logistics			
Funding Estimate	Capital: Personnel:	\$7,500.00 annually \$0.00	Consumable: Contract Services:	\$0.00 \$0.00
How will success be measured?	Ability to produce reports demonstrating apparatus maintenance costs.			
Objective 4C	Determine size, number and location of stations to support desired response			
How to Implement the Recommendation	Evaluate current facilities; Determine minimum requirements for career, volunteer, and administration; Use service delivery outcomes to determine location and type of stations; Develop future station layouts and designs; Develop plan to move from current to desired (phased approach).			
Timeframe	Begin 2024-Q1 Complete 2024-Q2 Priority: Important, Not Urgent			
Assigned to	Assistant Chief of Logistics			
Funding Estimate	Capital: Personnel:	\$7,500.00 \$0.00	Consumable: Contract Services:	\$0.00 \$0.00
How will success be measured?	Chief officers approve outcome for each step; Board of Commissioner approval to implement plan.			
Objective 5C	Design/Develop Training Ground to support training needs			
How to Implement the Recommendation	Evaluate current training props and facilities; Determine what props and facilities are needed to meeting training demands; Develop a layout of the training grounds to be most efficient; Prioritize props and facilities according to need; Develop a cost for each prop and facility.			
Timeframe	Begin 2022-Q3, Complete 2023-Q2 Priority: Important, Not Urgent			
Assigned to				
Funding Estimate	Capital: Personnel:	\$0.00 \$0.00	Consumable: Contract Services:	\$0.00 \$0.00
How will success be measured?	Board approval of a prioritized plan of prop and facility construction for training center. (Budget for phase 1 in 2024 budget)			



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Objective 6C	Continually identify and pursue additional revenue sources			
How to Implement the Recommendation	Identify at least one additional revenue source annually; Annual review of revenue sources.			
Timeframe	Begin 2022-Q1 Complete 2022-Q4. Repeated Annually Priority: Important, Urgent			
Assigned to	Finance Manager			
Funding Estimate	Capital: Personnel:	\$0.00 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00
How will success be measured?	Present findings to Board of Commissioners; Pursue to completion at least one source annually.			
Objective 7C	Develop a tool to project revenue and expenses to assist with financial forecasting			
How to Implement the Recommendation	Identify needs to accurately project financial forecasting for the District; Explore options for financial forecasting; Use financial forecasting tool during decision making processes.			
Timeframe	Begin 2022-Q1 Complete 2022-Q2 Priority: Important, Urgent			
Assigned to	Finance Manager			
Funding Estimate	Capital: Personnel:	\$1000.00 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00
How will success be measured?	Does the tool provide accurate financial forecasting for the District?			
Objective 8C	Develop a 5-year capital funding plan			
How to Implement the Recommendation	Identify items term “capital expenditures”; Develop a plan that identifies projected capital expenditures and the source of the supporting funds for the next 5 years; Update plan by end of 3rd quarter of each year.			
Timeframe	Begin 2024-Q3 Complete 2024-Q4 Priority: Important, Not-Urgent			
Assigned to	Finance Manager			
Funding Estimate	Capital: Personnel:	\$0.00 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00
How will success be measured?	Plan adopted by the Board of Commissioners; Plan to fully fund capital expenditures; Annual capital funding review completed.			



Professional Development (D)

Goal: Invest in professional development for all members that will allow for growth throughout the fire service.

Objective 1D	Establish current, accurate position descriptions and tasks for each position with Fire District 3			
How to Implement the Recommendation	Meet with Fire Chief to obtain position expectations; Review current job descriptions; Revise current position descriptions; Create new/vacant job descriptions; Check against service delivery and re-organization plan; Review through Labor Management; Create policy/procedures if necessary.			
Timeframe	Begin 2022-Q1 Complete 2022-Q2 Priority: Important, Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$0.00	Consumable:	\$0.00
	Personnel:	\$1,000.00 + Vol Points	Contract Services:	\$0.00
How will success be measured?	Position descriptions adopted by Board of Commissioners; Annual review completed.			
Objective 2D	Establish performance standards based off position descriptions			
How to Implement the Recommendation	Review NFPA 1410, NFPA Professional Standards & WAC requirements; Review established internal/external performance standards; Match to Fire District 3 service delivery standards; Implement standards through training and evaluations.			
Timeframe	Begin 2023-Q1 Complete 2023-Q2 Important, Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$0.00	Consumable:	\$0.00
	Personnel:	\$3,000.00 + Vol Points	Contract Services:	\$0.00
How will success be measured?	Adopted through training committee; All members meeting quarterly training expectations; Evaluations show members meeting standards.			
Objective 3D	Create a District succession plan, which includes a mentoring plan to develop professional growth			
How to Implement the Recommendation	Review adopted position descriptions; Review NFPA Standards; Research best practices with similar sized departments; Discuss with Labor Management; Identify need and interest in mentoring; Identify and train mentors; Create Task Books; Create policy/procedures.			



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Timeframe	Begin 2024-Q1 Complete 2024-Q3 Priority: Important, Not-Urgent			
Assigned to	Assistant Chief of Operations			
Funding Estimate	Capital:	\$2,500.00	Consumable:	\$0.00
	Personnel:	\$0.00	Contract Services:	\$0.00
How will success be measured?	Increase volunteer retention; Have 3 members participating yearly in mentorship program; Succession plan formally adopted by the Board of Commissioners and Fire Chief.			

END OF PROFESSIONAL DEVELOPMENT



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Total Funding					
					Totals
Professional Development	Capital: Personnel:	\$000 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00	
Planning (Facilities)	Capital: Personnel:	\$000 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00	
Planning (Apparatus)	Capital: Personnel:	\$000 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00	
Planning (Finances)	Capital: Personnel:	\$000 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00	
Communications Collaboration	Capital: Personnel:	\$000 \$0.00	Consumable: Contract Services:	\$ 0.00 \$0.00	
Grand Total					

ID ↑	Name	Start Date	End Date	Jan, 22				Jan, 23				Jan, 24			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2	1A Perform internal GIS study	Jan 03, 2022	Mar 31, 2022	[Bar]											
3	2A Develop Service Delivery Objectives	Jul 01, 2022	Dec 30, 2022					[Bar]							
4	3A Develop response plan	Jan 02, 2023	Dec 29, 2023					[Bar]							
5	1B Establish a culture of accountability	Jan 03, 2022	Sep 30, 2022	[Bar]											
6	2B Update internal communications plan	Jul 01, 2022	Mar 30, 2023					[Bar]							
7	3B Formal external communications plan	Jan 02, 2023	Dec 29, 2023					[Bar]							
8	4B Labor Management Mutual Goals	Jan 02, 2023	Dec 29, 2023					[Bar]							
9	5B Formal training for Labor and Management	Apr 01, 2022	Dec 30, 2022					[Bar]							
10	1C Develop Comprehensive Apparatus Replac...	Jan 01, 2024	Jun 28, 2024									[Bar]			
11	2C Review Apparatus Maintenance Plan	Jan 03, 2022	Jun 30, 2022	[Bar]											
12	3C Track Maintenance Costs	Jan 03, 2022	Mar 31, 2022	[Bar]											
13	4C Determine Size Number and Location of Fi...	Jan 01, 2024	Jun 28, 2024									[Bar]			
14	5C Design/Develop Training Grounds	Jul 01, 2022	Jun 30, 2023					[Bar]							
15	6C Identify/Pursue Additional Funding Sources	Jan 03, 2022	Dec 30, 2022	[Bar]											
16	7C Develop Expense/Revenue Tool	Jan 03, 2022	Jun 30, 2022	[Bar]											
17	8C Develop 5 Year Capital Funding Plan	Jul 01, 2024	Dec 31, 2024									[Bar]			
18	1D Establish Current, Accurate Position Descri...	Jan 03, 2022	Jun 30, 2022	[Bar]											
19	2D Establish Performance Standards	Jan 02, 2023	Jun 30, 2023					[Bar]							
20	3D Succession Planning	Jan 01, 2024	Sep 30, 2024									[Bar]			