

Strategic Plan 2012-2017

CLALLAM COUNTY FIRE DISTRICT #3

Adopted Strategic Plan 2012-2017

December 2012

Strategic Plan for Fire District 3: four goals, the actions that support their achievement, justification for setting these particular goals, and the resources that might be required to achieve them.

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INTRODUCTION TO THE 2012-2017 FIRE DISTRICT 3 STRATEGIC PLAN:

Fire District 3's **Strategic Plan** presents our goals and supporting actions for the years 2012 through 2017. This document flows from the 2005-2011 Plan, whose objectives we substantially fulfilled. We are proud of that, because effective service to our community states our absolute commitment.

This Strategic Plan conveys goals, actions that help our community track our progress towards them, and resources we either have or may require to accomplish what we target. The 2012-2017 Plan anticipates a dynamic service environment. We recognize that our funding may not be consistent—what the community today values in our service delivery may change with variable demographics, economics, and expectations. Our plan centers on *continuous improvement* in what we think, say, and do. Whatever we provide today to Fire District 3's community must become faster, better, and more cost-effective.

The construction of the 2012-2017 plan began by reviewing our current fire, medical aid, rescue, incident prevention, and community education practices. We interviewed virtually all District 3 career staff, its Union leaders, and most volunteers, along with a spectrum of private and public sector community officials. We captured candid input into where we could and should improve, what our multi-year priorities should be, and how much support we could expect from all those with a stake in our service outcomes. Finally, to broaden our context for planning and self-evaluation, we studied “best practices” of other departments, particularly those with generally similar populations and geography.

In building this plan, we want Clallam County Fire District 3's Strategic goals and supporting actions embraced as essential. Our strong request: everyone with a stake in the contents of this document read it carefully. Doing so enhances our ability to enable a safer community. We also believe that those who truly understand our goals and intents will find concrete ways of contributing to the plan's overall benefit for all those who depend upon our dedication and skills.

As a public service agency, we strive for comprehensive excellence. We trust that the foundation of our Plan reflects that dedication and assures all that we act with integrity and are worthy of public trust—bedrock we consider vital to delivering the goals that follow.

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GOAL STATEMENT: *to reduce community risk across the spectrum of hazards and incidents:*

- a. **Explanation:** We will pro-actively work as a fire service to decrease a variety of real and potential dangers that threaten the safety of our community and fire service personnel. We will do this with increasing grasp and proper prioritization of District 3 needs and overall trends which affect how we will more effectively eliminate widespread risk.
- b. **Actions** to help accomplish this integrated goal:
 - i. Enlarge pre-incident planning to address new structures, additions to current structures, and re-assess existing ones. (A/C Moeder)
Measures of progress: We will increase our pre-incident planning, starting April 1, and target a 10% increase per year, using 2012 as the reference point.
 - ii. Increase public education to frame and propagate essential information the public needs around better health, fire prevention. Schools, civic groups, and facilities/homes for the elderly will be among the groups and entities on which we will focus. (A/C Moeder)
Measures of progress: We will increase our public education by 10% per year, baselining 2012 as reference point.
 - iii. Revise District 3's risk baselining. That means we will increase our capture, recording, analysis, and planning based upon identified patterns for major recurring incidents, including; falls, assaults, substance abuse, residential and commercial fires, motor vehicle incidents, and toxic spills. (A/C Hudson)
Measures of progress: We will put in place infrastructure to capture 100% of District-defined pertinent incident information by the end of 2012. We will also ensure that such information provides trend analysis for use by the District.
 - iv. Balance the number of water-tenders used to provide mobile water supply for all fire locations and conditions. Any changes in station-placement of these tenders, or increase in their actual number, depends upon a baseline study of incident locations, frequency, water volume and flow-rate needed, existing hydrants, new supply plans, and available staffing. (A/C Hudson)
Measures of progress: Beginning in 2013, we will make actual tender location assignments against the baseline on an ongoing basis. We will make tender location changes, or purchase additional tenders, as statistics dictate.
 - v. Expand use, beginning 2012, of appropriate "social media" to widen and accelerate public education on how to protect self, family, and home from hazards. Additionally, we will analyze and respond to trends in the use of social media so that

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we can “reach” new audiences who, previously, had not been tapped by conventional communications. (Chief Vogel)

Measures of progress: We will count number of hits to our various web-sites, targeting an increase of 20% in year 2013, and expanding 10% per year through 2017. We will also count the number of reader responses, targeting the same increases per year as we do “hits.”

- vi. Increase the frequency of hydrant flow and operation testing to help ensure adequate water is available when needed to suppress fires. (A/C Moeder)

Measures of progress: The hydrant flow and operation testing schedule will be built and then implemented by the end of 2012. We will baseline the number of hydrants inspected and tested in 2011 and, for 2012-2017 expand our inspection/testing by 10% per year.

- vii. Strengthen the District’s disaster preparation. Emphasis will be on planning for mass disasters which seem inevitable at some point; terrorism, earthquakes, tsunamis, hurricanes, and other large scale disorders. (Chief Vogel)

Measures of progress: Build and implement, by mid-2013, an emergency plan for Fire District 3 that integrates with other agencies involved in disaster preparation and mitigation. These “other” agencies include: Law Enforcement, PUD, Public Works, and Emergency Management.

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2. **GOAL STATEMENT:** *to improve response to all types of incidents:*

a. **Explanation:** improved response to all types of incidents ultimately results in more favorable incident outcomes...for people, pets, property and...responders. We include in this goal both our own district and other districts that may require our involvement, whether in mass casualty planning, firefighting, hazard spill protection, medical aid or terrorism response. Our commitment to improved incident response begins with the incident notification speed of Clallam County Dispatch (PenCom), and includes our personnel being “out the door and on scene.” Equally important: we plan to shrink our time-on-scene as a prime indicator of our increasing proficiency.

b. **Actions** to help accomplish this integrated goal:

- i. Assess/baseline all stations in the district, measuring incident type and response times, while determining which stations need to improve against established standards, especially for the key incidents which most frequently occur in their respective geographies. (A/C Hudson)

Measures of progress: This compilation of response performance parameters will be completed by 2014.

1. Call Processing Interval - The first ring of the 9-1-1 telephones at the dispatch center and the time the CAD operator activates station and/or company alerting devices.
2. Turnout Interval - Measured time between dispatch time and turnout time.
3. Travel Interval - Measured time between turnout time and on scene time of initial company.
4. Response Time - The combined measured time from dispatch time and includes turnout and travel intervals to initial company arrival time.
5. Initial Full Alarm Assignment Interval - Measured time between initial company on scene time and Initial Full Alarm Assignment is completed.
6. Controlled Time - Time when the forward progress of the fire has been stopped or when ABC's have been addressed and managed.
7. On Scene interval – Time from when a company arrives on scene until it is clear of the scene.
8. Alarm duration – Measured between time of notification until all companies are clear of the scene.

- ii. Adjust staffing, if necessary (career and volunteer), while addressing public perception of “how much is enough,” so that all stations respond appropriately and with improving response time, especially to calls with the potential to inflict the greatest harm if response time is slow. (A/C Andrews)

Measures of progress: Mid-2014 is the target for staff balancing (increase/decrease of personnel) at both career-volunteer and volunteer-only locations within District.

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- iii. Build, communicate, and use specific, measurable plans to overcome outlying *obstacles*. These obstacles to effective response include; traffic congestion points, hydrant absence, remote areas where it can be difficult to drive apparatus, and structures where access and egress cause delays in effective incident response.

(A/C Andrews)

Measures of progress: Such plans will be completed by mid-2014.

- iv. Increase the deployment of proven-competent volunteers to help ensure effective incident outcomes. This will begin, logically, after core competencies have been determined and volunteer capabilities have been assessed. To help achieve this goal we will develop non-traditional response programs for volunteers that raise volunteer participation in incident mitigation and support services (A/C Andrews)

Measures of Progress: Commencing 2013, capture the average volunteer response percentage, ensuring a minimum of a 10% response rate to start, and then attaining an annual increase, from that point, of 5% per year.

- v. Improve the backfilling of personnel when, especially during general alarms, an unusually large number of district staff is deployed. We will ensure that there always are proficient, available personnel to respond to additional new calls when major incidents require a disproportionately high number career and volunteer staff. (A/C Andrews)

Measures of progress: Backfill protocols, already in place, will be updated and reinforced, District-wide, by Q3-2012.

- vi. Reduce the average trauma call time-on-scene to meet or exceed the Washington State trauma guidelines of 10 minutes or less. (A/C Andrews)

Measures of progress: Begin, in 2013, District 3 progress towards meeting or exceeding the Washington State Time-on-Scene standard for defined trauma incidents.

- vii. Improve communications with dispatch and volunteers to make sure that the right information gets to the right responders when it is most needed. More effective dispatch and responder receipt of vital incident information will help shorten response times and improve incident outcomes. (A/C Hudson)

Measures of progress: We will strengthen our definitive planning with PenCom (dispatch) for this purpose, beginning in Q2-2012.

- viii. Re-examine whether or not incidents require (ALS) Advance Life Support-capable responders or can be handled exclusively by EMTs. We will evaluate our medical aid responses to provide us with decision-support that improves the match between

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incident severity and the emergency medical care skills required to mitigate harm. (A/C Andrews)

Measures of progress: Linking skills to task is ongoing, and begins with a study of call types and whether ALS was required, or if EMT skills on scene were sufficient to address the health and safety issues that presented. We will begin the comprehensive cataloging of aid incidents by 2013. We will complete the initial review by Q2-14.

- ix. Intensify the incorporation of *Fire Science* approaches and procedures into our staff education and training. Doing this equips our personnel with the latest technical findings in scientifically-based fire-fighting. *Fire Science*, applied in incidents, should lead to faster extinguishment of all types of fires and greater safety of firefighters. *Fire Science* will not totally replace the experience, urgency, and common sense we have traditionally brought to incidents. Rather, it will supplement our grasp of the most effective means of overcoming our fire adversary. (A/C Andrews)

Measures of progress: Beginning 2Q-12, we will ensure that all firefighting training materials are *Fire Science*-oriented and will actively identify, then use new education processes with this focus. The integration of *Fire Science* precepts into firefighter education and behavior will intensify immediately.

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3. **GOAL STATEMENT:** *to ensure continuous improvement, by all District 3 personnel, in the development and use of core competencies in fire, medical aid, and rescue.*
- a. **Explanation:** Our roles and responsibilities require that we always handle incidents with the specific skills and *competencies* established by local and national standards. To that end, we learn and drill and test. *Competencies* address a broad base of knowledge and grasp, while including specific skills. We consider skills to be task-specific, such as correctly cutting a hole in a roof to vent a fire. A *competency* means knowing not only the conditions under which roof-venting is required to suppress a fire, but also the correct techniques for doing so.
- b. **Actions** to help accomplish this integrated goal:
- i. Conduct a baseline study of past five year district death rates, patient outcomes from aid calls, and financial loss from incidents. Then, set visible standards for percentage improvement in these and related categories. This study and subsequent standard-setting will serve as a foundation block for the competency development that is central to the Strategic Goal #3. Providing the baseline information gives a widely shared and understood foundation for competency education content and direction. (A/C Andrews)
Measures of progress: We will complete the study by Q1-2014.
 - ii. Establish and clearly communicate updated standards for response to all types of incidents. Doing so helps ensure that when we respond to dispatch, our start-to-finish approach is uniform. This means that we arrive on scene, we share an understanding of the problems to be solved and apply the appropriate standards to do so. (A/C Andrews)
Measures of progress: We will publish standards by Q3-2013.
 - iii. Match District 3 member education to the district's determination of the competencies necessary to ensure constantly improving incident outcomes. This involves education that provides both task-specific skills and the bigger picture in which those skills can and must be used. (A/C Andrews)
Measures of progress: We will begin matching education to district baseline completion, starting Q4-2013, depending on the viability of statistics captured in the baseline study referenced above.
 - iv. Implement specific and in-depth fire, medical aid, and rescue *core competency* education for career and volunteer members. This education will build on the basic skills certification that each District 3 member has already achieved. Core competency education will include performance evaluation for all volunteers based upon their demonstrated competencies in fire, medical aid, and rescue. Individuals

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may improve these core competencies though additional study and hands-on training which the district will provide. (A/C Andrews)

Measures of progress: We will standardize and implement core competency education for all Volunteers by Q4-2013.

- v. Add a training officer to oversee and guide the competency improvement of volunteers and career staff. This person will coordinate the establishment of competency standards. This person will also create an education process that motivates and enables all members to gain increasing competencies throughout their service to the district. (Chief Vogel)

Measures of progress: We will add a training officer by Q3-2013

- vi. Evaluate the construction of a *dedicated* training facility for increasing District 3 competency in fire, aid, and rescue. This potential resource development will be based, initially, on determining whether the current facilities can ultimately provide such education. (A/C Hudson)

Measures of Progress: develop, by Q1-14, the plan to build—if study results dictate—a dedicated training facility for fire, aid, and rescue.

- vii. Develop standardized training materials so that all members regularly receive comparable training and education. (A/C Andrews)

Measures of progress: Complete education materials standardization by Q1-2014.

- viii. Increase frequency of joint career/volunteer drilling to help ensure more consistent knowledge, orientation, and capability on scene. Joint drilling helps narrow current gaps between what career staff and volunteers learn today, and assure better capabilities on incidents where career and volunteer staff respond. (A/C Andrews)

Measures of progress: We will begin increasing the joint drilling between career staff and volunteers by Q3-2012.

- ix. Ensure that all apparatus at each and all district stations provide appropriate capabilities matched to their respective incident requirements. This action *complements* the increasingly shared competencies we will establish across career and volunteer staff. Upgrades in apparatus levels will depend upon recognized incident outcome standards and available funding. (A/C Hudson)

Measures of progress: Bi-annually and district-wide, beginning Q3-12, we will assess, then improve the balance between apparatus capabilities and optimal incident outcomes.

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4. **GOAL STATEMENT:** *to model leadership in all that we do for our staff and public*

- a. **Explanation:** We establish “to model leadership” as Strategic Goal #4 to achieve these outcomes: increasing levels of trust between administration and staff, more responsibility for personal excellence, and greater contribution both to one’s immediate team and entire fire service, and the public which District 3 serves. Leadership excellence yields better outcomes in execution of duties, job satisfaction, and community safety.

“Leadership” has varying definitions and public images. In a profession whose core activities are dominated by responses to fire, medical issues, and rescue needs, effective leadership is essential. Effective leadership clearly improves the odds for favorable incident outcomes, intelligent pre-planning, and the other core activities focused upon public safety.

Context: Fire District 3’ governance model has *paramilitary* aspects. Direct orders from Command are expected to be followed, generally without hesitation or pushback. This structure dominates especially during actual incidents. Back-at-station officer-staff dynamics are more informal and collaborative.

- b. **Actions** to help accomplish this integrated goal:

- i. Define *Leadership* as it must be understood and embraced by all District 3 personnel and the community it serves. Such definition will set rising expectations for vision and values, direction, guidance, authority, and openness to change. The definition will result from a professionally facilitated, multi-year process whereby the administration examines how District 3 leadership is viewed today, how it wants and needs to be regarded, and what it will take to support our four Strategic Goals in the 2012-2017 Plan. (Chief Vogel)

Measures of progress: defining leadership will start in Q1-2012.

- ii. Prepare, administer, and summarize a district-wide survey of all personnel, Career and Volunteers. This survey enables them to convey; what they most highly value in leadership, where they expect to find it, and what role they each will play in modeling it for others. (Chief Vogel)

1. This survey will be reviewed by District 3 Human Resources and prepared by the District 3’s Organizational Development (OD) professional.
2. This survey will focus on looking forward, not on critiquing past leadership practices or images.
3. The survey results will be reviewed by Board of Commissioners, District Officers, and Labor Management.

Measures of progress: We will complete this survey by Q3-2012.

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- iii. Initiate leadership development for the district's administration with focus on the types of exemplary leadership a progressive fire service requires from its administration. This education will, in concert, examine personal style and the positive and negative implications of various styles on trust and team-building.
1. This course of study will include "outside" classes and seminars.
 2. This course of study will involve peer coaching, and mentoring by Organizational Development professionals.
 3. This leadership development will include elements of "succession planning" that prepare for the eventual retirement of the current Chief. (Chief Vogel)

Measures of progress: We will start Leadership Development Q2-2012.

- iv. Initiate mandatory Situational Self Leadership education for all career staff and volunteer officers. Volunteer non-officers may choose to take the same course work, which can be provided on-line. This education is designed to increase the level of personal responsibility and instill the commitment to self-leadership.
1. Such course work should result in district-wide improved motivation, sense of personal responsibility for excellence, and self-direction.
 2. Such course work will also expose core skills required for promotion and command.
 3. Situational Self-Leadership has been effectively used worldwide by tens of thousands of individuals and public and private organizations. (Chief Vogel)

Measures of progress: We will begin Situational Self-Leadership by Q3-2012. All required personnel will have undergone this formal education by Q4-2012.

- v. Pilot a "mentoring" program whereby each self-selected career staff offers to mentor a small number of volunteer recruits. The program's purpose is primarily to speed recruit integration into the district and add value more quickly to the public we serve. The program, called Rapid Volunteer Integration (**RVI**), will address recruit needs for skills and self-confidence while they undergo their initial training.
1. RVI will also help develop leadership skills in each mentor, providing a basis for possible career advancement.
 2. RVI will also focus on building closer career-volunteer bonding from the day the recruit enters Fire District 3. (A/C Andrews)

Measures of progress: We will begin RVI by Q4-2012.

- vi. Explore new shift schedules that, if implemented, should result in improving balance between career staff work and their personal lives. This means examining changes in shift duration, including a careful study of the costs and benefits of converting to a schedule alternative to the one currently in place.
1. The purpose in considering alternatives to the current duty schedule is to improve the morale, focus, and stamina of staff. Any decision to change

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from our current model will be based, in part, upon what we learn from other districts with comparable demographics that have schedules different than what we follow now in Fire District 3.

2. Considering shift schedule alternatives helps ensure that we are not burning out potential leaders or deploying less than optimally focused responders.
(Chief Vogel)

Measures of progress: We will start our study of shift schedule alternatives to the current model Q3-2012.

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SUMMARY OF 2012-2017 STRATEGIC PLAN

District 3's Plan is just that, a "plan." As such, it may not be perfect. Our strategic goals derive from widely spread input, provided to guide decisions that make our community safer and better prepared. Our goals meet or exceed national fire, health, and safety standards. What counts most are plan intentions, how it was built, and the commitment level of all responsible for implementation.

Why we consider the plan a *living* document points to anticipated changes in demographics, economics, and community expectations. What people value today may not receive the same interest or commendation in 2014 or 2017. What we target for 2012-2017 represents not only today's reality, but what we, and the broader community who contributed ideas, consider likely to happen.

The years 2012-2017 will present challenges. We will be proactive, keeping our leadership focused and flexible. We will strive for the right equipment, best approaches to patient care, and development of all staff. Our commitment to **Serve-Respect-Prevent-Protect** will become even more evident. So will our renewed emphasis on behaving with compassion, integrity, and excellence. These values are integral to our plan and our service to the public. So: hold us accountable, help us deliver the four goals, and trust that we welcome constructive feedback and scrutiny of our progress towards goal fulfillment.

We are proud of this strategic plan. We should be, or we should not have created it as we did. We want to become a state, then national model for effective, caring service to our community. The 2012-2017 Strategic Plan, properly executed, will achieve that.

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APPENDIX: JUSTIFICATION AND RESOURCES FOR STRATEGIC GOALS ONE THROUGH FOUR

STRATEGIC GOAL #1: : *to reduce community risk across the spectrum of hazards and incidents*

Justification for this goal and these steps:

We believe risks can be reduced such that injuries and health issues are mitigated, and “accidents” are prevented (like slips and falls on throw rugs, for example). To minimize, if not eliminate risks, we need a more aware and better educated public and even more safety-conscious fire service. While we already place a premium on public safety and have increased our risk-avoidance education and training of our personnel, we commit to sustained progress. The public tells us that they expect the fire service to model risk management both for themselves and in serving District 3.

Finally: fire services and their served communities typically prevent more loss of life and property by being pro-active rather than reactive. Basically, our public benefits more from deliberately lowering risk than responding to incidents caused by unmanaged risk. To stay pro-active, we sometimes need more personnel. Fire Hydrant testing and inspections, for example, require staffing. Even now, we schedule that hydrant testing without making dangerous tradeoffs between that activity and tasks even more important to public safety.

Resources required to make the progress we intend:

Any requests for more resources should be understood in this context: we want the right equipment doing the right job, with the right priority and best cost-containment. Resources needed to reduce risk to the community and fire service personnel are varied. We will need to invest further in appropriate Information Technology (**IT**) for better capture and analysis of risk and incident data. That can include hiring an IT expert.

Other resource need identification depends on study of what is required to achieve the risk reduction goals that cover the variety of hazards and incidents to which we respond. New tenders will be sought, for example, if and when clear information indicates that we can more effectively suppress fires that occur in locations with no hydrant access.

We realize resources are finite, and that we must first “use what we have” before seeking additional funding. Ultimately, we identify and assess risks, determine what may be needed to overcome them, and then try to plug any gaps between the education and equipment we need and what we have on hand. With evolving use of new building materials, for example, we have seen the need to modify our fire suppression approach to adapt to more dangerous chemicals. Another example: new car safety features usually enhance occupant protection in the event of a crash. On the other hand, these same features can increase the risk to responders who free trapped victims. That extrication requires more knowledge of new risks, and sometimes different tools than those we have previously used.

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STRATEGIC GOAL #2: : *to improve response to all types of incidents:*

Justification for this goal and these steps:

Incidents to which Fire District 3 personnel respond vary greatly. Medical aid calls dominate. Within those; slips and falls, heart attacks, “dizziness,” and breathing difficulties consume the most Emergency Medical Services (EMS). How we respond to these aid calls, starting with how quickly we get summoned and arrive on scene, sometimes determines life or death. The goal we set—to improve incident response—will be evident through continuous improvement in public benefit from our solving the problems each type of incident generates for patients and responders.

“Response” can sound totally reactive. To some extent that understanding is accurate. We are “responders.” But within our response are rules of engagement, a command structure, procedures covering an immense variety of tasks, and techniques specific to fire suppression, auto passenger extrication, CPR, and so forth.

We become *proactive* when we learn new skills and acquire new information about how to produce better outcomes for those we serve. On a related note, studies we intend to conduct may actually indicate that we need more staff, or that we may need to redistribute our current career and volunteer personnel. We may need new apparatus and equipment, or, rather, to redeploy—based on careful observation of incident type and frequency—what we utilize today.

In the end, “response to incidents” is what we principally do, because even with the best public awareness and preparation, incidents happen. When they do, we must deliver the best possible response. Delivering that sometimes means hitting a moving target.

Resources required to make the progress we intend:

Staffing, equipment, and training are, typically, the resources we need to manage properly the variety of incidents our service population experiences. We currently see gaps in our fire coverage, as some fire locations do not have hydrants, and their remote locations mean long drives for water-bearing tenders, not to mention fire trucks used directly for suppression. We need to keep balance between incident types, location, and frequency, and the corresponding resources required for us effectively to deliver uniform protection.

We need to provide more training and education for our career and volunteer staff. Much of that training can be conducted in the classroom, for example, at Station 34 headquarters and at the training ground in Carlsborg. Some of the time, we may need funding for more in-depth training at state-operated facilities. We need an increase in two-way radios to improve communications between responders and incident command. We need better fire-fighting bunker gear as the combustible materials we combat are burning ever-hotter and with more toxicity.

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The phrase, “Good Enough,” expresses a viewpoint. Fire District 3 will use that concept to help support cost-effectiveness in all we do. On the other hand, if new investment in equipment, personnel, and facilities helps save more lives and better protect property, we will request supplemented funding. When we justify our requests, we will do so by providing irrefutable, fact-based evidence.

STRATEGIC GOAL #3: *to ensure continuous improvement, by all District 3 personnel, in the development and use of core competencies in fire, medical aid, and rescue*

Justification for this goal and these steps:

There is no glide path for the effective delivery of fire, medical aid, and rescue services. Responders face increasing complexity from incidents, especially fire scenes where, for example, new construction presents unprecedented hazards in material combustibility, chemical toxicity, and related. To overcome these challenges, we must train and educate towards continuous improvement. We must “stay ahead of the game” in order to “stay in the game.”

Public safety and that of District 3 responders is at stake. NOTE: with continuously improving competencies, we intend to help lower the public’s insurance rates and associated costs. And, we will become what we aspire to be: THE model for the region and State of Washington.

Continuous improvement in virtually any field of endeavor requires investment. Investment includes time, funding, personal energy, and education. And, it is the combination of these—not just one—that enables progress. Earthquakes are waiting to happen in District 3 (and elsewhere). So are tsunamis, acts of terrorism, large-scale toxic spills, and mass-casualty multiple vehicle incidents. We must be ready to overcome these situations and do so with excellent and widely available core competencies. Strengthening these (and related skills) in volunteers and career staff provides greater assurance that we can confidently match our interventions to the increasing challenges.

The baseline studies that present as “actions” in this and other strategic goals are essential to goal viability. Before we commit personnel and request investment, we must be sure we fully understand not only today’s fact-based reality, but also what may confront the fire service in the next five years. Information Technology (IT) provides the tools for such studies, but IT cannot make the critical *decisions* about what incidents need the most competencies, best apparatus, and fastest response times. We do. Ultimately, we start with valid information and experience-grounded basic direction. Then, we collect the data and turn it into actionable information that guides our decisions and priorities.

Resources required to make the progress we intend:

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IT resources will be needed to keep our increasing volume of data readily accessible and convertible into decision-support information. In the same regard, we need an expert in fire service data who can guide us in acquiring essential technology and using it to maximum advantage. That same individual will also train shift captains and volunteer station officers in how to combine their incident results data to provide a bigger picture from which the District can make more informed decisions.

New apparatus, or at least a modernization of apparatus at outlying stations will help improve the safety environment for those living in District 3's more remote areas. Such apparatus and equipment will normalize the competencies required and shared. That means that someone trained, for example, on the equipment at Station 31 would also be competent using the apparatus found at Station 34.

Education resources, whether established in District 3 or those to which we send our staff throughout the region, state, and nation will need funding over and above what we currently allocate for training and education. Investment will be required in curriculum/course development, and competency verification that is progressive and uniformly applied.

STRATEGIC GOAL #4: *to model Leadership in all that we do for our staff and public*

Justification for this goal and these steps:

Leadership can be title-based. It can also be *situational*, as when a line staff member "steps up" in an incident and provides guidance and direction to team-mates that model excellent decision-making, initiative, and public protection. Leadership also shows in generating ideas for the improvement of incident planning, whether the individual proposing the idea is an officer or not. District 3 wants to expand its tradition of having both formal and informal leaders to ensure that as many staff as possible step up to the challenges of delivering public safety as respectfully and cost-effectively as possible.

Effective leadership requires the growth of those in charge. What served today's purpose may not serve tomorrow's. Situations requiring intervention change. So must the *type* of leadership we apply to planning for and resolving incidents.

We can and must actively cultivate leaders whether the scope of their influence over outcome is per incident or on a much larger scale. The expression, "Leaders are born, not made," both is and must be treated as "old news." We must have a plan for leadership development that anticipates future challenges. We must consider leadership development to be ongoing and the measures of success as more qualitative than quantitative.

NOTE: An exception to this statement comes in the following. A complex incident, successfully resolved because of effective direction from an incident commander or his personnel can be quantitatively measured by; number of lives saved, patient outcomes, value of property protected, and the amount of resources used to accomplish incident intervention goals.

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Resources required to make the progress we intend:

Training and education to improve leadership requires investment in a variety of course-types and delivery methods. Leadership development of current Command requires the services of professional organizational development personnel.

Leadership education appropriate to staff needs will also require attendance at classes offered outside District 3. Attending will require supplemental funding.

Mentoring of new recruits (**RVI**) may require Union acceptance as well as overtime pay for career staff due to possible additions to their standard schedule.

Various district-wide surveys, prepared and administered by the district's Organizational Development professional, will require funding, especially if survey-respondent anonymity is determined to be the most effective way of acquiring candid staff input.

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GLOSSARY: EXPLANATION OF KEY TERMS IN THIS PLAN

1. STRATEGIC PLAN: typically a blueprint, structure, or framework designed to guide an organization's multi-year, high-level decision-making and actions, and provide a basis for resource use/allocation.
2. ON SCENE: means basically when a responder is present at the location where help is needed
3. PAGER: the electronic device given to District 3 staff that alerts them to the need for help at a given location with a problem defined, initially, by PenCom dispatch
4. INCIDENT: something that happens requiring Fire Service (or law enforcement) involvement
5. SHIFT: a group of career staff with specific hours on which they are on duty
6. FIRE SCIENCE: the use of physics and chemistry, especially, to help the fire service better understand how to overcome (as well as prevent) fires
7. BASELINING: that starting point of a trend or pattern. Example: the first recording of pulse rate, when a responder arrives on scene establishes a baseline from which patient pulse change is measured.
8. BUNKER GEAR (TURNOUTS): the protective coat, overalls/boots, Nomex hood and gloves that those fighting a fire must wear. In addition, they may be required to put on breathing apparatus (BA).
9. DON: to put on...as in "to put on Bunker Gear. "Doff" means to "take off."
10. TENDER: a fire truck whose principal task is to ferry thousands of gallons of water to an incident
11. APPARATUS: a piece of equipment usually considered a fire truck, aid car, or rescue vehicle
12. ORGANIZATIONAL DEVELOPMENT: the process and steps that help an organization grow in its ability to fulfill its mission and sustain/improve staff performance, commitment, and morale.
13. LEADERSHIP: generally involves establishing mission, vision, and values for an organization. It can also mean setting an example or tone for exemplary behavior on and off duty. Leadership inspires and motivates. Leadership helps the organization aspire to be THE BEST at what it does.
14. MANAGEMENT: a term often understood as "those in charge" of an organization or sub-unit. Management also applies to the structure developed and used to accomplish an organization's goals. Management typically sets goals for staff units and oversees these goals to completion.
15. COMMAND: especially in military or paramilitary organizations, this means those who are absolutely in charge of an incident and the responders involved. A command is an order to be followed precisely and without hesitation.