



***Fire District 3***  
***"more than fire..."***

## **Fire District 3 Strategic Plan 2020**



# Our Statements

## Purpose

Protect lives, property, and the environment.

## Mission

Provide life safety and fire protection.

## Vision

Be the best fire district in America.

## Promise

Extraordinary People

Exceptional Service

Embracing the Community

## Values

**People:** Trust and respect each other.

**Safety:** Minimize risk in our actions and decisions.

**Teamwork:** Work together to achieve common goals.

**Integrity:** Open, honest, and ethical in all actions.

**Community:** Provide the public the highest level of service.

**Stewardship:** Manage public funds responsibly.

**Professionalism:** Excellence through planning, service, training, certification, and experience.

## Slogan

*“more than fire...”*

## Introduction:

While reading this document you will gain insights into the complex inter-relationships which comprise Clark County Washington Fire District 3 (District) operating environments. You will be presented with clearly stated strategic goals and achievement measures. These goals and measures were identified by combining inputs from all personnel, who actively participate in the data collection survey process, and multiple refinement reviews.

Consistent with prior strategic plans, our strategic goals are clearly linked to supporting program and project tactical mission initiatives. We continuously measure our tactical mission success by using group retrospective and factual data. We will regularly adjust our next actions to be more effective, without compromising our original goals, quality, or service delivery.

This strategic plan was developed with full transparency to the process. A variety of opportunities were offered for all District individuals and personnel working as ‘self-organized teams’, to collaborate and share their thoughts on multiple functional areas. Details are available on request



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## Personnel

## Personnel Situation Awareness Summary

**Situation Statement:** Our personnel are qualified and diverse in multiple dimensions. Our classification plan provides opportunity for development and career growth, and we have been able to fill critical positions at all levels of the organization. Volunteer and Career personnel work in unison to create a strong focus on our community. Volunteer programs have been successful but are not meeting all strategic objectives. We will meet our service demands by strengthening our volunteer program through resident intern benefits, overall recruitment and training, levy lid lift passage, and board prioritization and approval on additional hires. We will prioritize hiring line people to improve service delivery capabilities over hiring people dedicated to work only on administrative duties.

### Strategy Goals:

1. Resident volunteer programs that enhance value to district service delivery and provide education and career opportunities for participants.
2. Personnel levels to allow full staffing all stations 24/7/365.
3. Model diversity to be best aligned with our community and professional service standards.
4. Continue to prioritize safety, personal development, education, and opportunity for promotion.
5. Continue to maximize value delivered by each person by combining varied types of work.

### Expected Goal Results:

1. Increased number of volunteer residents to meet staffing needs for all stations.
2. Recruiting provides an increased number of quality and diverse candidates.
3. Increased resident program educational benefits.
4. People are engaged in personal continuing education programs. Motivated people are preparing and apply for promotion when opportunities become available.
5. Prioritized hiring line positions for improved service delivery capabilities.
6. Balanced workloads against priorities.

### External Value to Constituents:

- Improved service for all responses
- Faster response time
- More skilled staff on scene
- Lower insurance rates
- Better utilization of personnel
- Responsible allocation and utilization of personnel time protects the public investment.

### **Internal Strengthening to FD 3 Organization:**

- Safety
- Improved crew performance
- Workload balance
- Improved diversity
- Opportunity for individual participation in operational change and decision-making

### **Tactical Mission Goals:**

- Increase personnel to improve staffing levels, safety and service delivery.
- Volunteer resident education program defined and presented to the commissioners for approval.
- Host and or attend fire camps to educate and attract diverse volunteer pool.
- Evaluate preparedness workloads to ensure correct workload balance and staffing.

### **Tactical Mission Measures:**

- Enhanced resident volunteer education benefit being utilized by volunteers.
- Present program to 25 individuals with goal of improving diversity in volunteer ranks, leading to career opportunities.
- Hire personnel in line with available revenue increases.
- Improved program project efficiency.
- Eliminate non-value work, spread remaining prioritized workload for optimized use of skills and time available; on an individual level.

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## **Staffing**

### **Staffing Situation Awareness Summary**

**Situation Statement:** Teamwork and efficiency is key to our staffing capabilities. We have an effective response model for our two distinct service areas involving both city and rural demographics. Meeting this service delivery model requires leadership and minimum staffing levels at each station. Our minimum response preparedness activities require program and project involvement at all levels of the organization. The size of our work force puts constraints on time available to complete nonresponse work assignment. To maximize value delivered from an individual's time spent on projects, we must prioritize the work assignment based on value and alignment with strategic goals. Improved distribution of workload will optimize our output and provide skill development and knowledge of staff.

### **Strategy Goals:**

1. Continue to create staffing plans which optimize staffing levels; based on standard of cover, available staffing and non-response workload.
2. Continue recruitment program. Focus on diversity within shift and resident volunteer internships. Transition volunteers into career positions.
3. Continue mixed workload assignments, with priority on response, safety, training, preparedness, personnel education, skills, and knowledge development.

4. Continue hiring practices inclusive of technical skills, job experience, certifications and education, and team-oriented interview panel process.

#### **Expected Goal Results:**

1. Increase minimum staffing levels through hiring and volunteer recruiting and retention incentives.
2. Validate assignments and place value prioritization on program and project relevance to strategic objectives. Eliminate or delay lower valued activities.
3. As staffing levels change, evaluate impact on work assignments; distribution and type of work, showing positive impact on quality and timely delivery.

#### **External Value to Constituents:**

- Decreased response and on-scene times.
- Response provided by optimized number of qualified personnel.
- Ability to shift personnel between response areas based on variety of anticipated and dynamic response requirements.

#### **Internal Strengthening to FD 3 Organization:**

- Crew and scene safety, increased productivity, higher quality, opportunities for training and education, crew recovery time leads to higher performance during busy periods.
- Improves distribution of workload at all skill levels.

#### **Tactical Mission Goals:**

- Hire more career persons to support staffing plan.
- Increase number of qualified volunteer staff.
- Recruiting program development inclusive of financial and internship opportunities.
- Program/Project work evaluation process refinement, with focus on value contribution to the organization, type and frequency of work.

#### **Tactical Mission Measures:**

- Minimum eleven career personnel on each duty shift.
- Increase to 5 crews with 3 person companies.
- Improved response times.
- Distribute workload to optimize response and support program and project initiatives
- Assign one intern per company.
- Reduction or elimination of low value work assignments.
- Balanced workload assignment for non-response efforts.
- Correlate staffing levels to response time and levels of service, availability of staff to work on programs/projects.

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# Culture

## Culture Situation Awareness Summary

**Situation Statement:** Our culture has evolved from a long history of resourcefulness, teamwork, problem solving, pride in serving our community, and caring for their investments. We are always striving to do the best we can with what we have and finding ways to improve. Our culture is driven by our goals and value statements. Acknowledging the value of culture as a way of creating and maintaining a group identity, which binds us today and provides a reference point for where we need to be in the future. Going forward we will teach culture history, educate ourselves on the value derived from our culture, and evaluate the impact culture has on the organization.

### Strategy Goals:

1. Our existing culture is a strength. Culture will continue to be based on what we need to do, to provide necessary service delivery to our constituents.
2. Our value statements will drive our culture, and values are guiding principles to either maintain or change our culture.
3. Our organization embraces the value of culture and has a process for learning about and discussing how culture impacts individuals, the organization, and our ability to deliver optimal service.

### Expected Goal Results:

1. The service level we can deliver.
2. Programs and projects aligned to preparation.
3. Optimize what we do and drive efficiency as part of the culture.
4. Emphasize value of culture through formal training and regular cultural introspection reviews.

### External Value to Constituents:

- Effects how we treat and embrace the community.
- Guides services delivery, teamwork, and decision making.
- Guides our hiring the right people to maintain 'optimal' culture for service delivery.

### Internal Strengthening to FD 3 Organization:

- Transparency with each other and with the community.
- Defines who we are and creates our group intelligence.
- Effects our productivity, creativity, job satisfaction, and our ability to change & grow.
- Important to recruiting, new hire, and volunteer transition into the organization.

### Tactical Mission Goals:

- Formalize culture education and establish current 'cultural' norm; through workshops, team building, individual coaching.
- Prominently display, actively promote and recognize value of culture

- Process to boil-up, pass along, inform down problems and improvement suggestions

#### **Tactical Mission Measures:**

- Document cultural history and acknowledge evolution.
  - Public recognition of staff contributions, linking areas where culture impacted our service delivery and operations efficiency.
  - Management Team meeting agenda item related to problem identification, assignment of responsibility to resolve and sharing results accomplished.
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## **Training**

### **Training Situation Awareness Summary**

**Situation Statement:** Our training is based on the prioritized risks we face in our response environments. Our formalized individual and group training is based on IFSAC, WSRB ratings, and NFPA standards. Training courses are derived first by mandates, followed immediately by services we have committed to provide. Job descriptions and classification plans provide roadmaps for individuals and require both individual initiated training as well as formal training participation. Before implementing new training programs, we evaluate the best option; purchase existing training or develop our own. Our training time and topic diversity is limited by available budget, with personnel time constraints and station coverage. We have found that use of technology effectively meets mandatory and general training requirements, while increasing training time flexibility at reduced cost per training hour. To invest in leading edge and best practice training, we must explore options for both training methodology and training type. Our training program is continually reviewed and is delivered by certified in-house or outside agency personnel.

#### **Strategy Goals:**

1. Continue to evaluate regulatory requirements and use WSRB fire department rating, NFPA, WAC/RCW, and our own internal operating standards to optimize services provided.
2. Provide training that meets community risk, mandates, industry and internal standards.
3. Align our training with staffing, personnel, and financial strategies.
4. Research alternative methods/procedures to improve our current training plans, personnel knowledge, and skills.

#### **Expected Goal Results:**

1. WSRB Score at a 4 for low density, Score 3 for high density district demographics. Meeting comprehensive goals and comparing against WSRB grading schedule.
2. Meeting all mandated requirements. Collect data and investigate injuries and accidents to identify cause and develop/change training plan to mitigate risk.
3. Create training roadmap which shows where we have been, where we currently are, and where we want to be.

### **External Value to Constituents:**

- Ensures FD 3 is focused on meeting mandated service delivery level requirements.
- Necessary competencies are achieved through multiple training and education methods.
- Our comprehensive training delivers the right people, tools, and service.

### **Internal Strengthening to FD 3 Organization:**

- Teamwork improves cohesion, communication, efficiency.
- Instills confidence, while building competence.

### **Tactical Mission Goals:**

- Train resident volunteers to staff station 34.
- Assess the need for specialized outside training.
- Mutual Aid training, multi-company training drills.
- Organize team that will utilize a defined process to perform research and propose changes.

### **Tactical Mission Measures:**

- Volunteers staffing 34 and Responding to calls.
- Outside Training aligns with community risk and training budget allocation.
- WSRB and training hours data compared to requirements.
- Use call reporting to collect information on how to improve training curriculum, focus research in priority areas.

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## **Operations**

### **Operations Situation Awareness Summary**

**Situation Statement:** Operations spans many processes. The primary objective is response preparedness, followed by meeting regulatory requirements and mandates. Procurement, logistics support, documentation, data collection and reporting are functions which are job responsibilities of all personnel. Programs and Projects are used to balance the operations workload and provide cross training and career growth path opportunities within the organization. Each job description requires employees to engage in operational activities to promote preparation, safety, efficiency, and collaboration.

### **Strategy Goals:**

1. Job descriptions continually align with both response and operations related work assignments.
2. Restructure programs and projects to maintain high level of operations efficiency, and improved bi-directional communication for priority setting.
3. Integrate preparedness work assignments by clearly aligning with career development plans.
4. Create necessary process and supporting systems to evaluate personnel skill, assignments, and time spent on operations assignments.

5. Constantly search out areas in which there are communication bottlenecks and opportunities to improve bi-directional communication.
6. Industry standards and mandates continue to drive our focus and guide our change process/decisions.

#### **Expected Goal Results:**

1. All members of the department will have input into and receive clear direction on prioritized balanced workload assignments related to operations.
2. Program and project work assignments will be related to preparedness, as stated in personnel job descriptions, and individual skill level ability.
3. Venues created to provide bi-directional communication on operations areas requiring improved situational awareness, group intelligence understanding, change, and decisions.
4. Schedule the preparedness work in time management systems, i.e. calendar or CrewSense to ensure time conflicts are visible and minimized.

#### **External Value to Constituents:**

- Improved response readiness.
- Higher quality service delivery.

#### **Internal Strengthening to FD 3 Organization:**

- More time to work on task which improve operations efficiency
- Provide opportunity to gain experience required to qualify for promotion.

#### **Tactical Mission Goals:**

- Compare existing job descriptions that call out operations work. Identify duplication, omissions and present findings for group review and discussion.
- Collect and document comprehensive prioritized list of duties related to information technology and support functions.
- Based on above, develop plan for re-organizing work structures and or hiring additional staff to support current needs.
- Consider how existing classification plan and documented work experience can be used and or improved to provide career guidance and optimize assignment of operations work duties.

#### **Tactical Mission Measures:**

- Develop means to measure value of work output and collect data to compare current state to operations to WSRB standards, with goal of improving our rating and efficiency.
- Classification plan and personal goal development basis for duty assignments and leadership promotion opportunities.
- Use data collected on work being performed and categorize for purpose of comparing work to job description.
- Utilize classification plan to evaluate individual breadth of skill set across response and operations demonstrated skills accomplishment in basic task through complex project and program management experience.

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# Planning

## Planning Situation Awareness Summary

**Situation Statement:** Planning has been formally adopted and proven highly effective in guiding our decisions and helped achieve short- and long-term goals. Planning is used at all levels in the organization. It aligns our service level requirements, prioritizes funding requests, tracks value expenditures, and meet the financial reserve policy. We have realized that a more adaptive planning process would be beneficial in an ever-changing environment.

### Strategy Goals:

1. The Board of Fire Commissioners and staff have institutionalized an inclusive planning process that encourages participation from all personnel.
2. Continuously inform, educate and engage all personnel in strategic planning, by making strategic planning part of our normal operations. AGILE methodology with a blending of traditional program and project management will be primary framework of our planning process.
3. Programs and projects will provide information required to develop and execute sound operating plans and drive budget decisions.
4. Board and Chief policy will determine financial reserves and provide oversight of spending.

### Goal Results Expected:

1. Fire Commissioner meeting agenda item to review status of, and value being derived from strategic plan, programs and projects.
2. Provide simple, formalized process for turning individual ideas into actionable plans, which align with and support our strategic goals.
3. For projects and programs, we will hold Mission SPRINT demonstrations of value and retrospectives that will measure level of contribution of each project. Train on project management and how to communicate status.
4. Budgeting process will closely align with program and projects, which supports the strategic plan in each area.

### External Value for to Constituents:

- Better utilization of resources in response preparedness.
- Prepares organization to be in position to act on opportunities, reduce risk, stream-line processes. Prepares organization for change, speeds adaptation required for successfully managing growth. Reserves ensure minimal service disruption.

### Internal Strengthening to FD 3 Organization:

- Focus multiple initiatives into a more cohesive work effort.
- All levels of organization better informed, collaborating and solving problems using group intelligence.

- Risk created by lid-lift uncertainty and unexpected budget needs are mitigated by maintaining adequate reserves.

**Tactical Mission Goals:**

- Commissioner meetings and regular shift reviews of completed projects, planned projects, results.
- AGILE process implemented and personnel training plan and sessions held.
- Projects and programs set up to utilize AGILE SPRINT process learned in above.
- Develop visual charts/graphs to communicate status and value of the planning process.

**Tactical Mission Measures:**

- Personnel, Commissioners, Public better informed on status and process being used.
- Follow on personnel interviews show improved level of understanding planning process purposed, and value of programs and projects in support of the strategic plan
- AGILE ceremonies are occurring regularly, and communication of program and project results regularly discussed in group settings.
- Higher level of participation in the planning process, at all levels of the organization.

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## **Risk Management**

### **Risk Mitigation Situation Awareness Strategy Map Summary**

**Situation Statement:** FD 3 continually engages in risk mitigation as part of planning, finance, and response preparedness. With the City of Battle Ground contract, the economy of scale and the diversity that comes from a larger organization has provided service level advantages. Depth of staff has led to more diversity and enhanced the ability to recruit, train and retain people. The contract covers cost of Fire and EMS service for city residents, separate from FD 3 revenue. Annexation of the City into the District will secure the revenue and reduce risk of lowered service levels in the City due to lack of funding. Annexation will maintain response capabilities for both the City and District residents. Additionally, the ability to plan and make investments in personnel, apparatus, equipment, facilities.

#### **Strategy Goals:**

1. Realize value from economy of scale operations, which are only possibly through continued FD 3 and City of Battle Ground contract or annexed relationship.
2. Maintain and increase where possible, our service level performance, in response and non-response scenarios.
3. Continue to recruit, increase diversity, and develop leadership skills to keep pace with organization growth.
4. Span of control is appropriate for size of our organization, service demographics, budget limitations, workloads.
5. Continue to plan for expected and unexpected changes in facilities, apparatus, equipment, personnel staffing - Risk Mitigation driven culture.

#### **Goal Results Expected:**

1. Commissioners educated on risk and supportive of risk mitigation strategy and budget plans.
2. City of Battle Ground annexation provides revenue needed to hire firefighters, for purpose of improving response times in district, especially for simultaneous call scenarios.
3. Resident Intern Scholarship is increasing volunteer personnel levels which supplement career staffing.
4. More diversity in personnel over time.
5. Captains or acting capable on every response unit.
6. Revenue plans are supporting our strategic goals.
7. Strong Budget Reserves and Fiscal Policy adherence.

#### **External Value to Constituents:**

- Improved financial performance, improved service performance and WSRB ratings.

#### **Internal Strengthening to FD 3 Organization:**

- Stability of workforce and financial basis supporting operations, focused recruitment of personnel broadens and strengthens all response units, shifts, and entire organization service delivery capabilities.
- Diversity in work environment opportunities (urban, rural).

### **Tactical Mission Goals:**

- Operations & Financial - Prepare for City of Battle Ground annexation into FD 3.
- Operations & Financial - Evaluate options in preparation for new contract with City of Battle Ground.
- Personnel & Staffing - Recruitment formalized plan and communicated objects. Training recruiters and building processes.
- Process Improvement Initiative – Eliminate, Simplify, Automate where cost effective.

### **Tactical Mission Measures:**

- City of Battle Ground Annexation into FD 3 goes to vote and passes in 2020.
  - Negotiate a new 2021 contract with City of Battle Ground, which provided mutual city and FD 3 benefit.
  - Increase in personnel to support staffing goals, increased diversity which strengthens organization goals.
  - Process efficiency measured and improvement goals met.
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## **Apparatus**

### **Apparatus Situation Awareness Strategy Map Summary**

**Situation Statement:** We have achieved high utilization and maximized apparatus investments. Most of the fleet meets service life goals. Fire engines will soon need replacement. Procurement and replacement decisions are based on technology, performance, reliability, and cost of acquisition, maintenance, and safety design features that are required to meet service level needs.

### **Strategy Goals:**

1. Safe and reliable. Right locations. Cost of ownership efficient.
2. Optimized replacement schedules based on age, condition, performance, cost of ownership.
3. Equipment features support primary response assignment. Features and technology to optimize crew response.

### **Goal Results Expected:**

1. Keep average age of first line apparatus aligned to maintain WSRB rating (effects constituent insurance cost).
2. Training and safety policies, hands-on training and individual evaluations. Inspection and maintenance practices to confirm response ready, reduce risk of failure.
3. Apparatus program manager and process to utilize or develop subject matter experts; for design inputs.

**External Value to Constituents:**

- Safe operations and timely response of personnel to service requests.
- Most effective utilization of apparatus, at most efficient cost, based on emergency response plans and continuous response data collection and analysis.
- Supports community risk assessment and determines training plan and operating procedures.

**Internal Strengthening to FD 3 Organization:**

- Performance of apparatus increased productivity and reduces response times.
- Replacement and maintenance plan to ensure safe apparatus that meet mandated requirements.
- Training on apparatus operation improves safety and personnel performance.

**Tactical Mission Goals:**

- Evaluate using apparatus mobilization to fund new apparatus.
- Develop formalized groups to provide design specification recommendations to apparatus program manager.
- Review options for apparatus locations, multi-company scenarios, and response scenario optimization.
- Review new technologies, features/options to improve safety, response times, efficiency.

**Tactical Mission Measures:**

- Dedicate additional funds to replacement of apparatus.
- Formal process for identifying people interested in developing expertise required to become subject matter experts and engage them in collection of data and providing inputs as directed by administration.
- Use contour maps and response data to optimize response plans for each facility and apparatus capability.
- Develop minimum equipment list for each response apparatus. Purchase apparatus upgrades and equipment to meet minimum equipment requirements.
- Technology research summary listing new technologies and potential uses which align with overall strategic objectives.

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# Equipment

## Equipment Situation Awareness Strategy Map Summary

**Situation Statement:** We are continually evaluating new equipment based on what is essential to our current response models. Basic equipment is duplicated across response apparatus. Specialized equipment is placed where it will provide crews the most benefit. We evaluate and test new equipment to ensure that safety and industry standards are met before committing to deployment. Our standardized equipment lists are based on industry standards and local risk assessment.

### Strategy Goals:

1. Continue to purchase and maintain the correct equipment to support and optimize our most current response plan.

### Goal Results Expected:

1. Continue to utilize the training and operations review process for new technology, tools and procedures.

### External Value to Constituents:

- Safe operations and timely response of personnel to service requests.
- Most effective utilization of equipment, at most efficient cost, based on emergency response.
- Supports community risk assessment and determines training plan and operating procedures.
- Training on equipment operation improves safety and personnel performance.

### Internal Strengthening to FD 3 Organization:

- Performance of equipment increases productivity and reduces response times and improves outcomes.
- Replacement and maintenance plan ensure safe equipment, that meet mandated requirements.
- Training on equipment operation improves safety and personnel performance.

### Tactical Mission Goals:

- New SCBA Equipment, Inventory, Fit and Training
- Breathing Air SCBA Compressor
- New Fire Suppression Nozzles, Hose and Testing
- EMS Equipment Replacement (i.e. LifePac ALS cardio monitor/defibrillator)
- New Hand Tools and Power Equipment

### **Tactical Mission Measures:**

- Self-Contained Breathing Apparatus (SCBA) Equipment In-Service
  - SCBA Compressor In-Service
  - Hose and Nozzles Meet NFPA and WSRB Standards
  - EMS Equipment Meet Medical Program Director Requirements
  - All Apparatus Meets NFPA and WSRB Requirements
  - All Apparatus Meets FD 3 Equipment List Requirements
  - FD 3 Equipment List meets or exceeds NFPA/WSRB
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## **Facilities**

### **Facilities Situation Awareness Strategy Map Summary**

**Situation Statement:** Facilities are located and designed to safely and stage personnel and apparatus in preparation for response. Facilities provide healthy, productive work and crew recovery environments, in preparation for the next response. Equipment within the facilities, kitchens, sleeping quarters, lighting, emergency power generation, HVAC, require cleaning, maintenance, and replacement. Personnel maintain the facilities, with a purpose of protecting the public's investment. WSRB ratings are impacted by business or residence proximity to a station. The training tower at station 31 improves our WSRB rating. However, the movement of apparatus to a central training tower increases time crews spend in transit. This requires additional non-response movements, in order to keep response levels optimized. Additional training facilities, properly located, would improve both efficiency and training time available.

### **Strategy Goals:**

1. Safe work environment. Right locations, energy and maintenance efficient, space adequate with efficient storage.
2. Environmental conditions facilitate rapid transitions from emergency response to normal preparedness station living conditions.

### **Goal Results Expected:**

1. FD 3 disaster preparedness employee action plan, resource reserves, in event of natural or human made disasters.
2. Funding for additional station/s in Battle Ground and Brush Prairie.
3. Facilities meet WISHA OSHA, NFPA standards, employee performed facility safety and condition reports.

### **External Value to Constituents:**

- Effective resource distribution.
- Protect public investment in facilities through maintenance and safety inspections.
- Responder safety and availability during disasters.
- Critical incident management command posts during disasters.

### **Internal Strengthening to FD 3 Organization:**

- Safe and productive working environments.
- Improves response times and optimizes crew performance.
- Public visits and use of public spaces result in positive experience and improves public relations.

### **Tactical Mission Goals:**

- Comprehensive Disaster Preparedness Facilities Plan.
- Continue Safety Inspections and Risk Mitigation.
- Integrated financial plan for facilities to support future stations.
- Task force meetings between FD 3 and City of Battle Ground to agree on asset transfer and funding after annexation.
- Maintain and refurbish to extend usefulness and value of facilities (Station 34 addition/modernization).

### **Tactical Mission Measures:**

- Employees can perform emergency action guide.
  - Healthy, productive employees, safe conditions.
  - Secure mutually beneficial funding plan.
  - Agreement to annex in place to support annexation vote.
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## **Prevention and Education**

### **Prevention and Education Situation Awareness Strategy Map Summary**

**Situation Statement:** Prevention and Education programs provide direct interaction opportunities to build credibility and trust-based relations. To ensure greatest value from time spent in this area, we have focused on loss prevention, injury prevention, and lifesaving skills which can be safely performed by individuals, prior to our arrival on scene. We use social media to share prevention and life safety messages. A dedicated Fire Marshal provides prevention in the City and the District, and enforcement in the city. This dedicated resource allows focused activities and setting of priorities. We are working with CRESA on Citizen Emergency Response Teams (CERT). CERT program educates volunteers about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

### **Strategy Goals:**

1. Continue to review public education programs, focusing on informing and training the community in areas where prevention and education can save lives.
2. Improve Fire Marshal services in the fire district, by working with the Clark County Fire Marshal.
3. Public relations will be closely tied to prevention and education programs and projects.
4. Utilize cost effective technologies in our information sharing and educational programs.

**Goal Results Expected:**

1. Highly focused on communications, and education, which directly support improving WSRB ratings.
2. FD 3 personnel involved in high value activities which directly relate to the services we provide.
3. Directed messages to personnel and community, through direct contact, media events.
4. Coordination of communications across all programs and projects. Utilizing electronic communication media for education and messaging.

**External Value to Constituents:**

- Lower insurance costs, reduced risk of incidents.
- Higher availability of FD 3 to respond to critical incidents.
- High quality First Aid and CPR/AED training that meets or exceeds industry standards.
- Educated citizens first on scene taking best actions to increase positive outcomes.
- Focused fire prevention messages for commercial, urban residential, rural residential and wildland boundary areas.

**Internal Strengthening to FD 3 Organization:**

- More efficient utilization of resources through; more time to train on, and response to, critical incidents.
- Safety of personnel increased through Fire Marshal programs, pre-fire surveys.
- Emergency vehicle incident prevent training and certification.
- Stronger communication linkage between personnel and the public.

**Tactical Mission Goals:**

- Review public events, collect data and decide on resource allocation, to balance workloads, and prioritize spending in areas of high value return.
- Engage public relations professional to create a more proactive public relations program.
- PIO role reviewed and changes made to engage the public more proactively, using technology.

**Tactical Mission Measures:**

- Utilize call data and public request to identify areas where education leads to prevention.
- Community engagement through public events and social media are setting goals for education and prevention programs and project.
- Track all engagements, by type of engagement, with goal of linking communication of strategy with daily operations and value delivered by FD 3.

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## Relations

### Relations Situation Awareness Strategy Map Summary

**Situation Statement:** Public relations improves the citizens understanding of situations the District faces, impacts levy approvals and revenue, provides means for sharing the reasons for decisions being made; all of which continually builds trust and needed community support of FD 3 operations. We formally and informally engage in building and maintaining relations with out-side agencies by belonging to multiple associations within City, County, and State level active participation on committees (IAFF Local 3674, CRESA, Fire Chief Associations, Incident Management and Response (Regional, State, National), IFSAC Washington State Fire Marshal office, PCC, Clark County Schools, and many more). We inform personnel, outside agencies and the public on what we are doing through face to face interactions, emails, multi-media press releases, and social media. Developing targeted message campaigns which encourages the public and outside organizations to actively ask us for details, about what we are doing, and why we're doing it. This in turn encourages mutual building of relationships, like our participation in inter-agency mutual aid and mobilization efforts.

#### Strategy Goals:

1. Clearly defined communication objectives that are based on service delivery priorities. Regularly scheduled communication events in addition to demand driven communication interactions.
2. Identify outside agency activities, confirm value of participating; against NFPA, WACS, FD3 policy and procedure, and budget and personnel time constraints.
3. Educate each person on 'Our Statements' as defined in the strategic plan. Practice behaviour that supports 'Our Statements', as published in the strategic plan.
4. Utilize a distributed communication model, based on inter-locked messaging campaigns.
5. Strengthen, and seek new, mutually beneficial relationships with community and inter-agencies.

### **Goal Results Expected:**

1. Make a positive impression with every contact, both internal and external; response and non-response.
2. Participate in associations and committees related to important topics that support our strategic plan goals.
3. Clearly assign personnel to specific outside organization involvement, and regularly communicate relationship status, key events, new ideas being discussed.

### **Relationship Examples:**

- Neighbouring jurisdictions –City of Battle Ground, Fire Districts, City of Vancouver
- IAFF Local 3674, FD 3 Firefighters Association
- Clark County Fire Chief Association
- Clark County Chiefs – Operations
- Clark County Chiefs – Training
- Washington State Fire Chiefs Association
- Washington State Fire Commissioners Association
- Portland Community College and Clark County Schools

### **External Value to Constituents:**

- Maintain transparency and a high degree of trust.
- Mutual understanding on complex issues and actions possible.
- Shorter time to make decisions and implement changes.
- Communication focused on what is most important and beneficial to constituents.

### **Internal Strengthening to FD 3 Organization:**

- Helps us prioritize and plan based on most direct forms of information exchange.
- Improves teamwork and moral maintains transparency and links our actions with purpose.
- Creates trust and confidence that we are focused on correct internal and external priorities.

### **Tactical Mission Goals:**

- Identify clear ownership of and create a strategy for public and inter-agency communications.
- Explore most effective ways to utilize information technology, to connect within the organization, external organizations, and with our community.
- Explore more effective ways to communicate relationship status and current activities and objectives.

### **Tactical Mission Measures:**

- Published communication plan and results achieved.
  - Publish recommendation for utilization of Information Technologies in support of communication strategy.
  - Publish relationship matrix and assign values to relationship, for purpose of prioritizing and communicating.
- 

## **Finance**

### **Finance Situation Awareness Strategy Map Summary**

**Situation Statement:** FD 3 has been fiscally conservative and plan for and save to eliminate debt. Our ladder truck is our only low interest debt expense. Our demographic for revenue is growing primarily residential area with an increasing call volume. Our lid lift is ending 2023. Without passage of the next lid lift, we will be forced to make cuts. Many costs of the operations increase at rates beyond 1% per year. The cost of personnel is (the majority of expense), fuel, equipment, apparatus, insurance, cloud-based IT systems, and communications increases disproportionately to our revenue. Facilities costs have increased over time. Training requirements costs continue to increase as well. We have been successful in procuring grants to augment fixed revenue. We will continue to submit grant proposals but cannot expect these to compensate for needed revenue base.

### **Strategy Goals:**

1. Maximize current budget available within current revenue base, while meeting public service response demands.
2. Continued responsible use of funds through planning, and maintaining adequate reserves, based on risk potentials and investments required to support anticipated service level demands.
3. Continue to identify grant opportunities, apply for these grants.

### **Goal Results Expected:**

- Improve service levels by measuring response data.
- Track number of public contacts.
- Optimum insurance ratings.
- Pass financial audits.
- Personnel qualifications optimized to provide highest service levels.

### **External Value to Constituents:**

- Life Safety
- Protection Property
- Protect the Environment
- Prevention and Education

**Internal Strengthening to FD 3 Organization:**

- Provide needed staffing levels.
- Ensure health and safety of personnel.
- Technical and Leadership training.
- Degreed education programs.
- Provide appropriate facilities, apparatus, and equipment.

**Tactical Mission Goals:**

- Strategic Planning review and communication.
- Financial Planning Reserves Maintenance.
- Research Impact Fees and Plan to Utilize Fees.
- Public Affairs Community Messaging.
- Annexation of Battle Ground.

**Tactical Mission Measures:**

- Develop and communicate goals to improve.
- Meet our financial obligations within our budget.
- Additional funds for future capital needs.
- Alignment of public knowledge with FD 3 plans.
- City of BG uninterrupted fire and EMS services.

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## Primary Source References and Copyright Material Credits

### [Strategy Maps: Converting Intangible Assets Into Tangible Outcomes](#)

By Robert S. Kaplan, ROBERT S. AUTOR KAPLAN, Robert E. Kaplan, David P. Norton, David P. Norton, Thomas H. Davenport

### [Adaptive Project Framework – Managing Complexity in the Face of Uncertainty](#)

by Robert K. Wysocki

### [Effective Project Management: Traditional, Agile, Extreme](#)

by Robert K. Wysocki

[Don LaVallee \(Strategic Plan Facilitator\)](#) is a member of the internationally recognized Project Management Institute - [member #5519735](#), Professional References available on request [don@flexitllc.com](mailto:don@flexitllc.com), public accessible career reference information <https://www.linkedin.com/in/lavalleed/>

## Strategic Plan Scope, Terms and Acronyms

### **TOPIC SCOPE LIMITATIONS OF THIS PLANNING PROCESS**

#### ***Fire Prevention and Suppression Specific Strategies Excluded***

Suppression and safety strategies for fire responses are scenario dependent. The District maintains a comprehensive process and documentation related to fire suppression strategies, tactics, standard operating procedures (SOPs), and standards of ‘Response’ coverage. International Fire Service Accreditation Congress (IFSAC) has been formally adopted by the District. IFSAC certifications of personnel, provide individual self-study, formal classroom and certified instructor lead hands on education, practical experience and consistency of knowledge and skills-based testing. The fire response strategies and tactics used by the District are adequately covered by these programs, documentation and IFSAC certifications.

#### ***Emergency Medical Services (EMS) Specific Strategies Excluded***

Detailed data collection and insights provided in this strategic planning process were intentionally not included. The District EMS strategy and tactical operations are soundly based on Clark County Medical Director (CCMD) EMS Control and Washington State government mandates. Standards of ‘Response’ coverage define strategy and tactics for various EMS response scenarios. For detailed information see the most recently published CCMD ‘Standing Orders’, District EMS program Standard Operating Procedures and WAC regulatory documentation available to District Personnel and public records disclosure request.

## **TERMS AND ACRONYMS USED IN THIS PLANNING PROCESS**

### **AED**

An Automated External Defibrillator is an emergency life-saving device that can be used by anyone to help restart the heart when sudden cardiac arrest (SCA) strikes. The device is fully portable and gives the heart an electrical charge to establish a regular heartbeat. The AED will only shock when necessary and directed to do so by the person operating the device.

### **‘AGILE’ - Program and Project Management**

Agile is a **project management methodology** that uses short development cycles called “sprints” to focus on continuous improvement in the development of a product or service delivered by an organization.

### **ALS**

Advance Life Support (advanced skill, equipment, medication dependent classification)

### **AMR**

American Medical Response is a for profit business which provides contracted government agency and private emergency and non-emergency patient transport with the District and surrounding areas.

### **BLS**

Basic Life Support (basic skill, equipment, limited medication dependent classification)

### **CPR**

Cardiopulmonary Resuscitation – is an emergency lifesaving procedure performed when the heart stops beating. Immediate CPR can double or triple chances of survival after cardiac arrest.

### **EMT**

Emergency Medical Technician (skill levels vary by training and subsequent certification)

### **IAFF**

International Association of Firefighters, the IAFF is a National Labor Relations Board (NLRB) recognized organization which has legally designated FD 3 as a Union Workplace. This legally binding representation of worker members is eligible to vote as a collective bargaining unit. The IAFF organization represents more than 320,000 full-time professional fire fighters and paramedics in more than 3,500 affiliates. <https://www.iaff.org/> (November, 2019)

### **IDLH (Immediate Danger to Life and Health)**

Hazardous environments to humans, presenting Immediate Danger to Life and Health

### **IFSAC (International Fire Service Accreditation)**

The International Fire Service Accreditation is a not-for-profit, peer-driven, self-governing system of both fire service certifying entities and higher education fire-related degree programs.

### **PARAMEDIC**

An emergency medical technician who has achieved the highest level of advanced life support training certification; as defined by state and national level organizations.

### **LIFEPAK**

A LIFEPAK device is a combination heart monitor/defibrillator used to treat patients with symptoms of acute cardiac distress. The unit is designed for first responders delivering basic life support (BLS) and advanced life support (ALS) patient management protocols. Both manual and automated defibrillation is available to the operator. The unit also provides on screen and paper trail display of patient cardio activity, with data collection monitor and patient intervention 'shock and 'medication' event recording.

### **MPD ( Medical Program Director)**

Licensed medical doctor recognized by county and state as knowledgeable and authority on emergency medical patient care protocols. Emergency Medical Technician (EMT) use the written protocols to provide patient care when responding to emergency situations.

### **NCEMS ( North Country Emergency Medical Services )**

North Country Emergency Medical Services. Base of operations Yacolt, Washington and co-located with Fire District 13. Provider of emergency patient transport within the District and surrounding areas.

### **NFPA ( National Fire Protection Agency )**

The National Fire Protection Association (NFPA) is a global self-funded nonprofit organization, established in 1896, devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards.

### **Personnel VS Staffing categories in this strategic plan**

The Personnel category represents people in our organization. Skills, Experience, Diversity are attributes of personnel. The Personnel Classification plan is a primary device used to provide personnel career guidance and position responsibility objective criteria. The Staffing category represents how and where we place personnel. Our standard of cover is a primary device for strategic and tactical placement of staff.

### **SCBA (Self Contained Breathing Apparatus)**

Compressed breathable air stored in a cylinder, attached to backpack and all connected components worn by firefighters, when working in environments requiring clean breathable air and respiratory protection.

### **Standard of Cover (SOC)**

The Commission on Fire Accreditation, International defines "Standards of Response Coverage as being those adopted, written policies and procedures that determines the distribution, concentration and eligibility of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response.

### **Standard Operating Procedure (SOP)**

National Fire Protection Association (NFPA), defines a standard operating procedure is "an organizational directive that establishes a standard course of action." SOPs are written guidelines that explain what is expected and required of fire service personnel in performing their jobs. A comprehensive set of SOPs defines in significant detail how the department intends to operate.

### **SWORD VS SWOT**

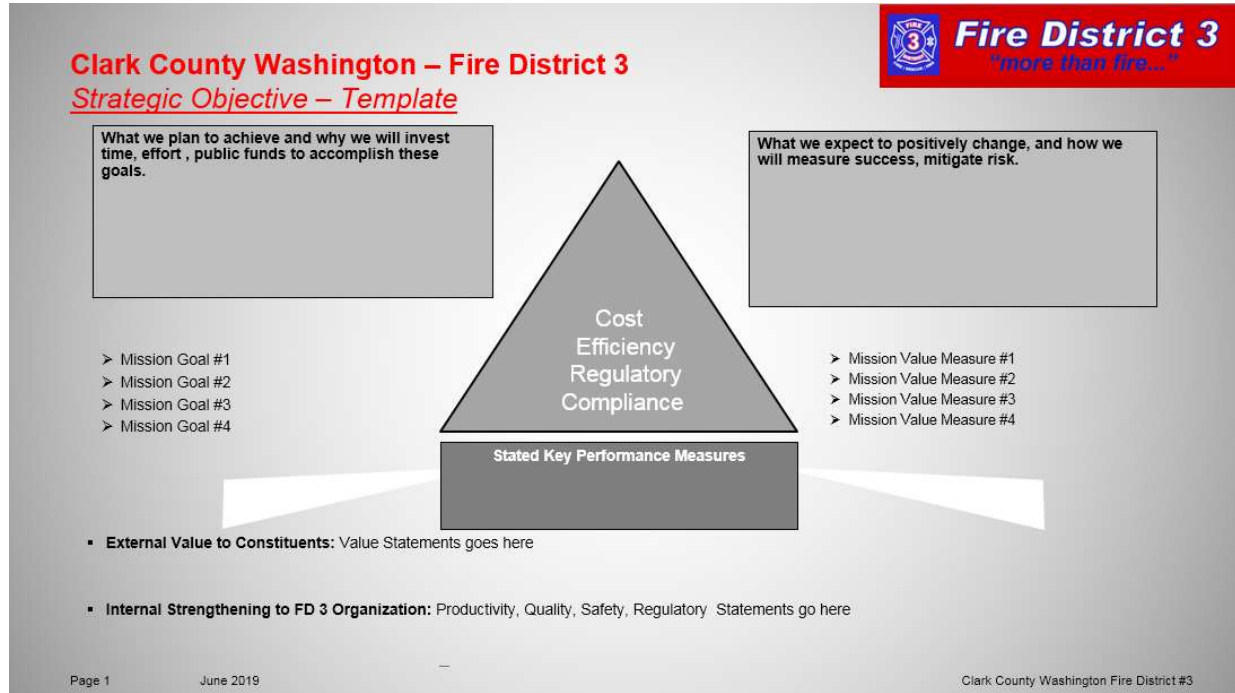
Strategic planning situational awareness categories derived from SWOT (Strength, Weakness, Opportunity, Threat) situation awareness model. 'Threat' is broken into 'Risk' and 'Deterrent' to more accurately determine the type of threat, and how best to address the threat strategically and tactically. Risks exist at varying degrees of possibility, ambiguity and randomness. Deterrents are known obstacles which may be removed, avoided, and are more immediately predictable, when compared to risks.

### **WSRB (Washington Survey and Rating Bureau)**

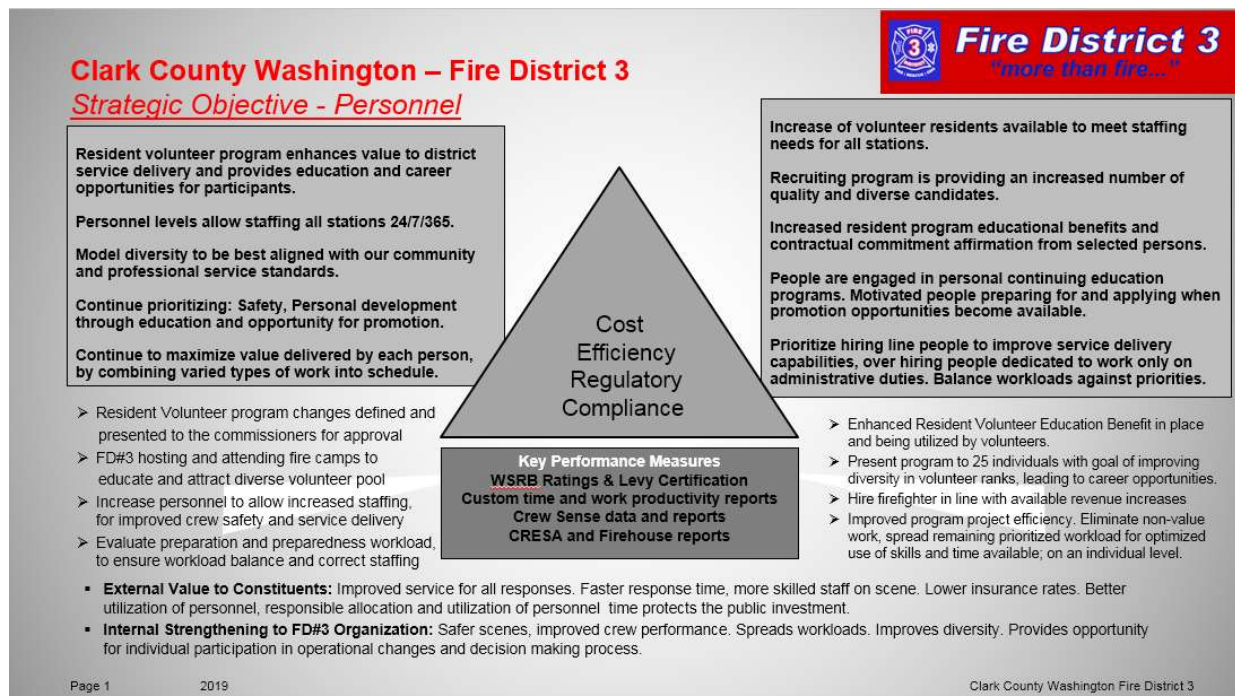
The Washington Surveying and Rating Bureau (WSRB) has completed its evaluation of the fire protection capabilities, as they relate to fire insurance rating, of our community.

## Appendix

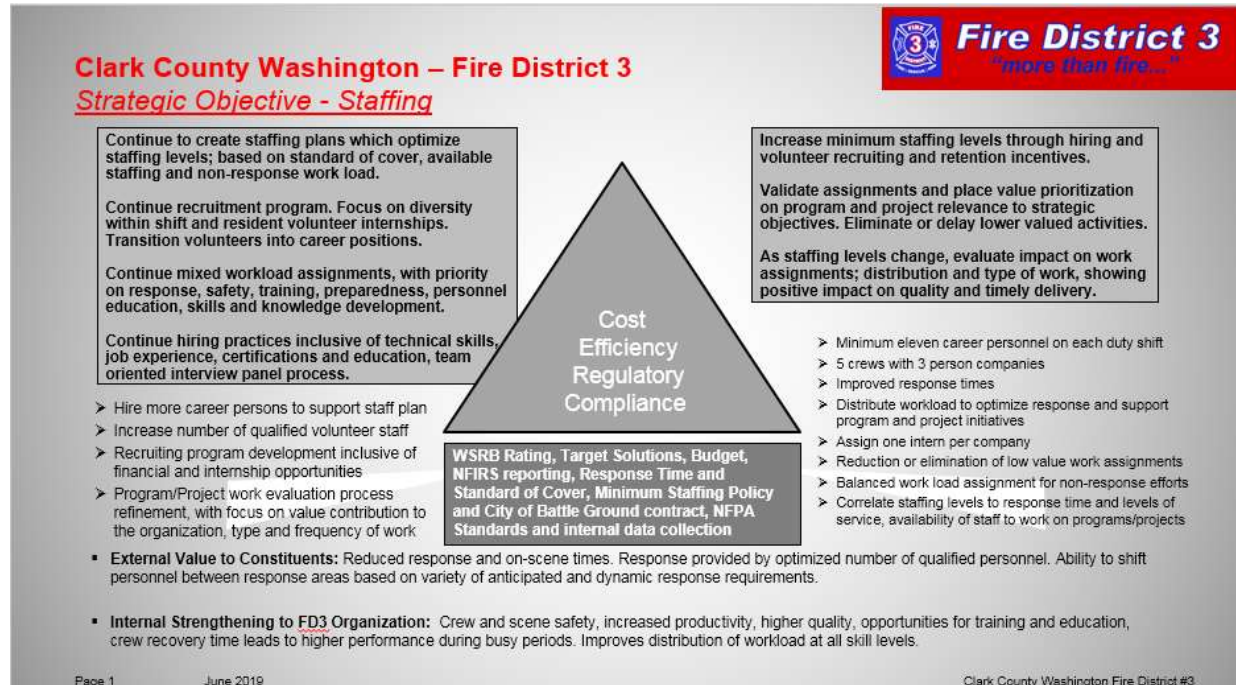
### Strategy Map Base Template



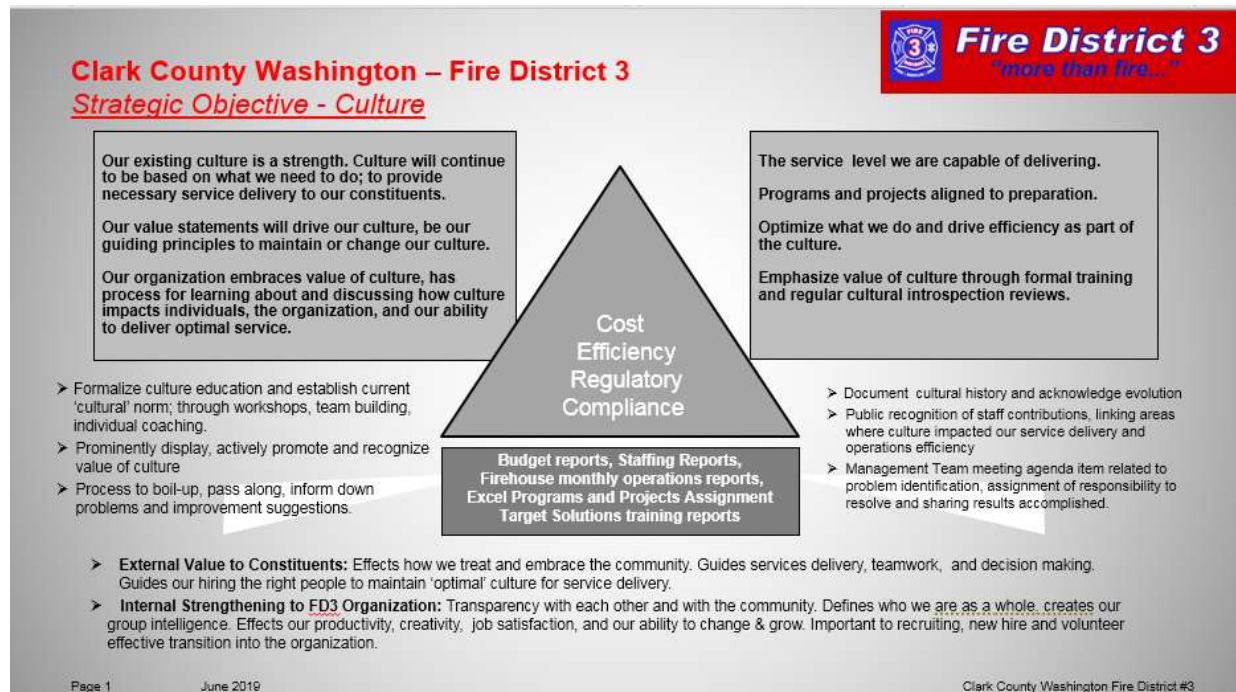
### Personnel Strategy Map



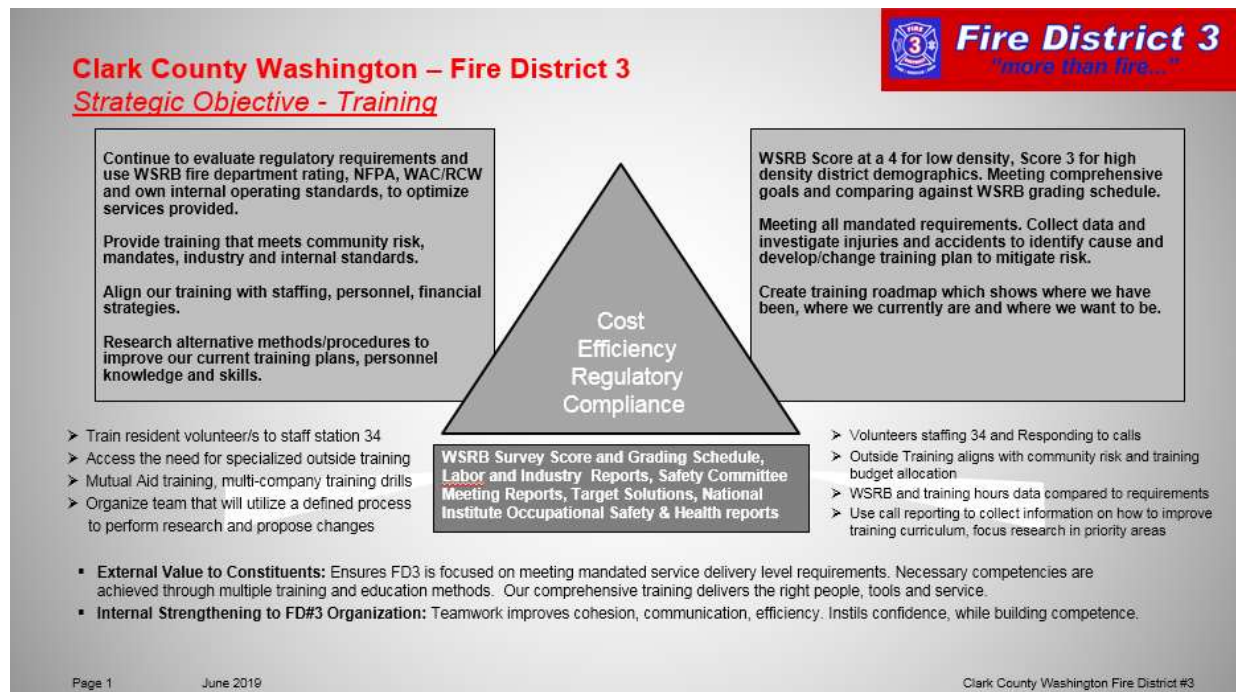
## Staffing Strategy Map



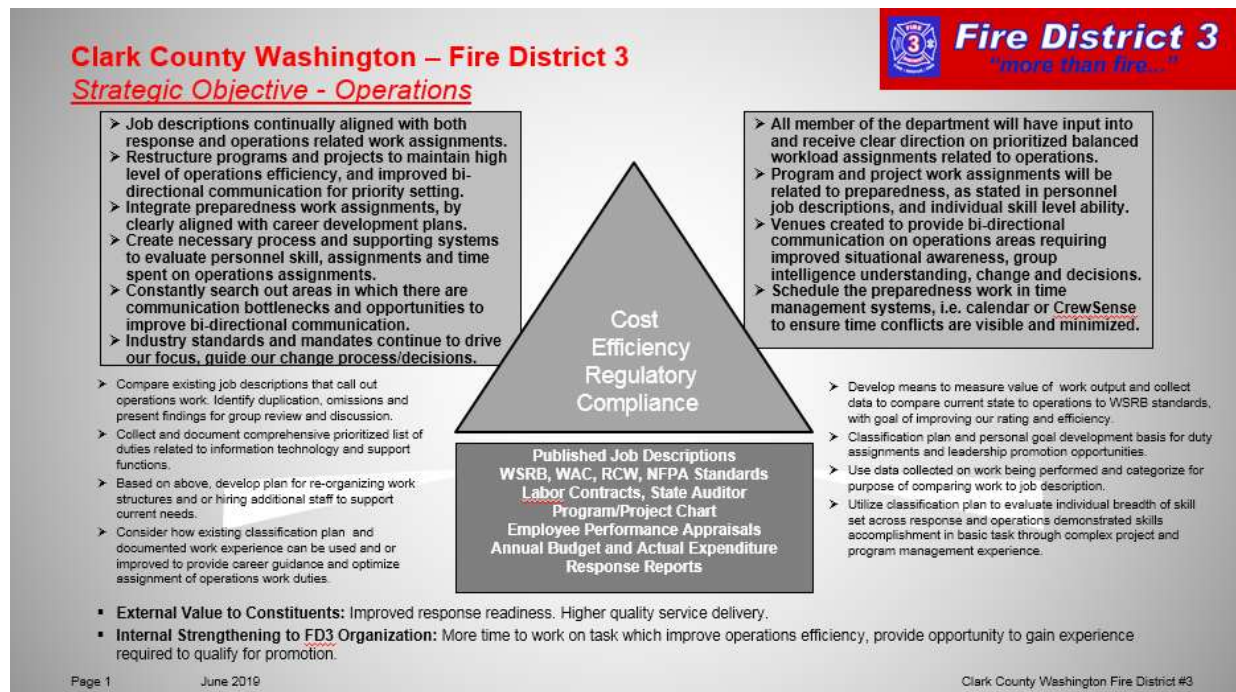
## Culture Strategy Map



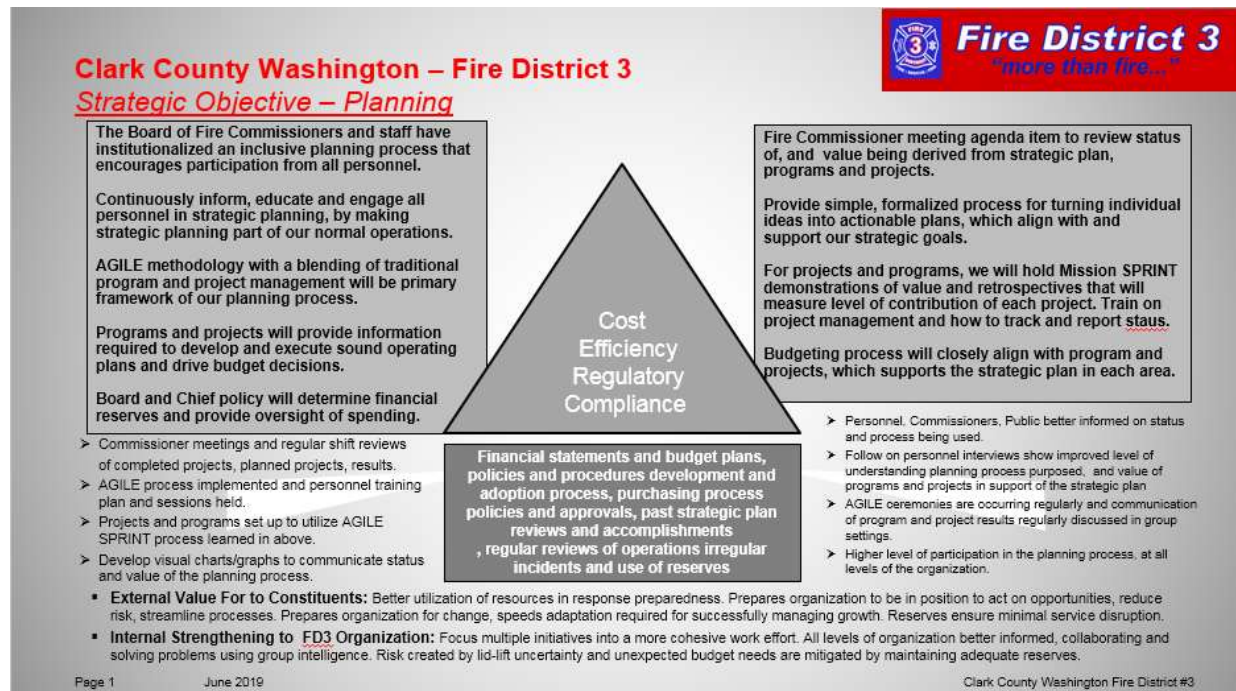
## Training Strategy Map



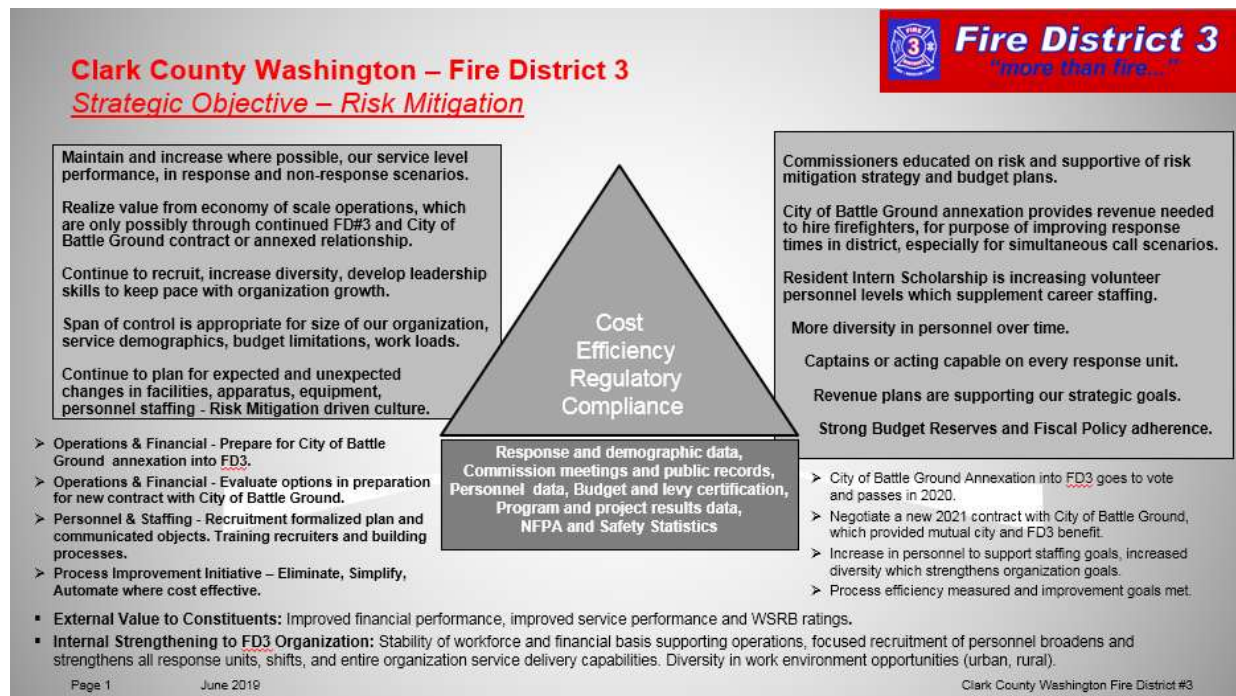
## Operations Strategy Map



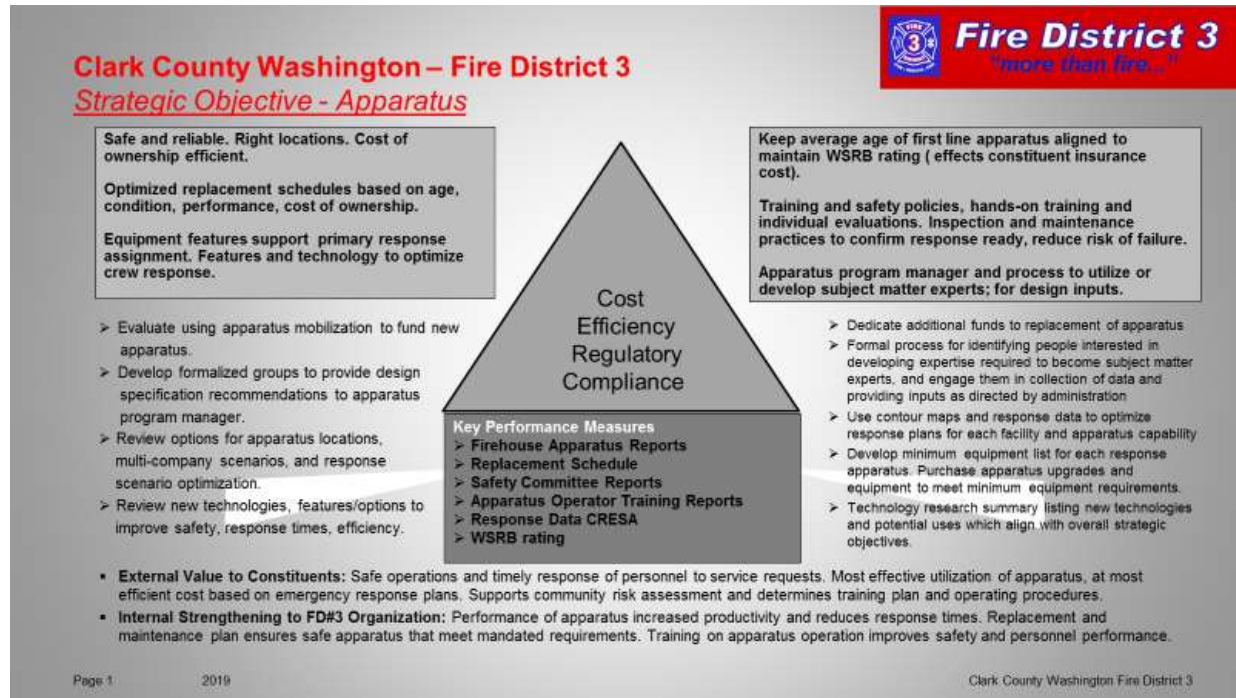
## Planning Strategy Map



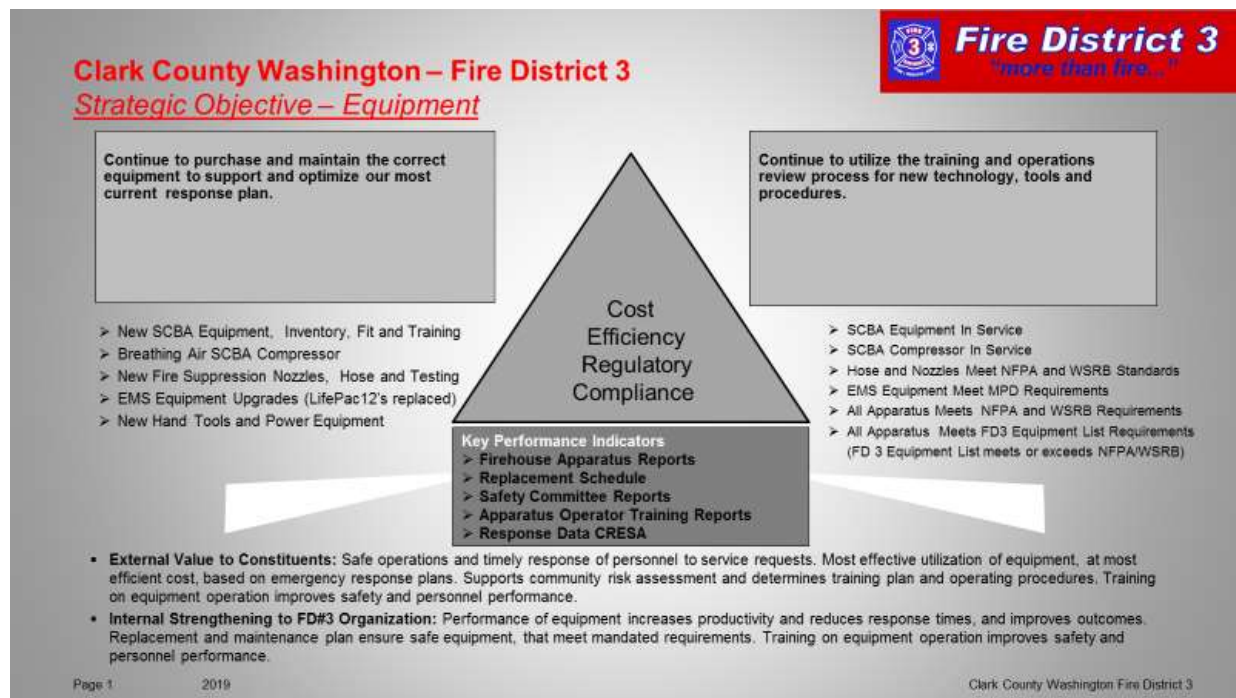
## Risk Mitigation Strategy Map



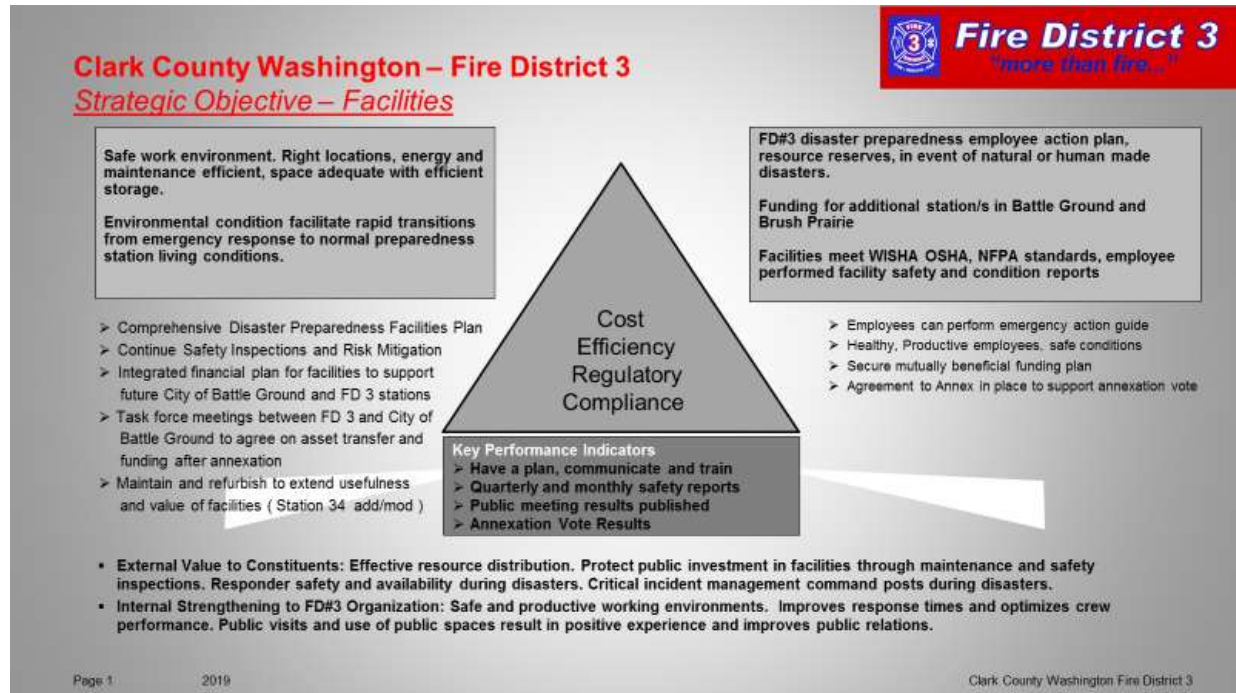
## Apparatus Strategy Map



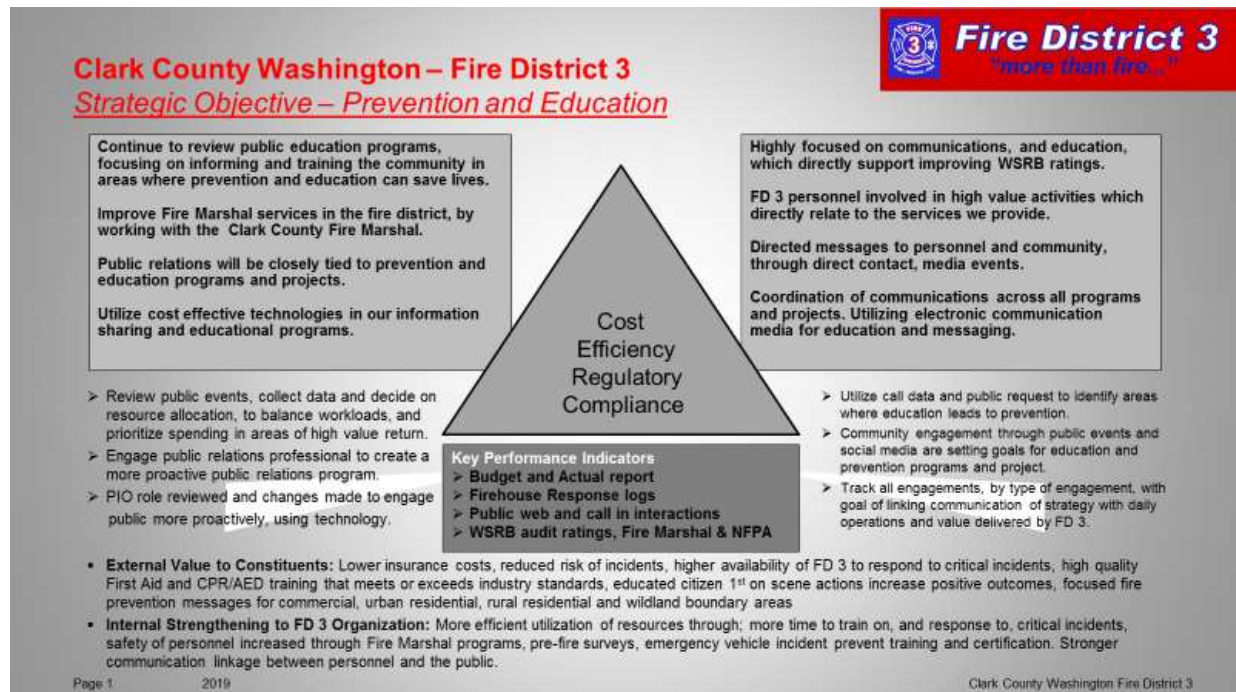
## Equipment Strategy Map



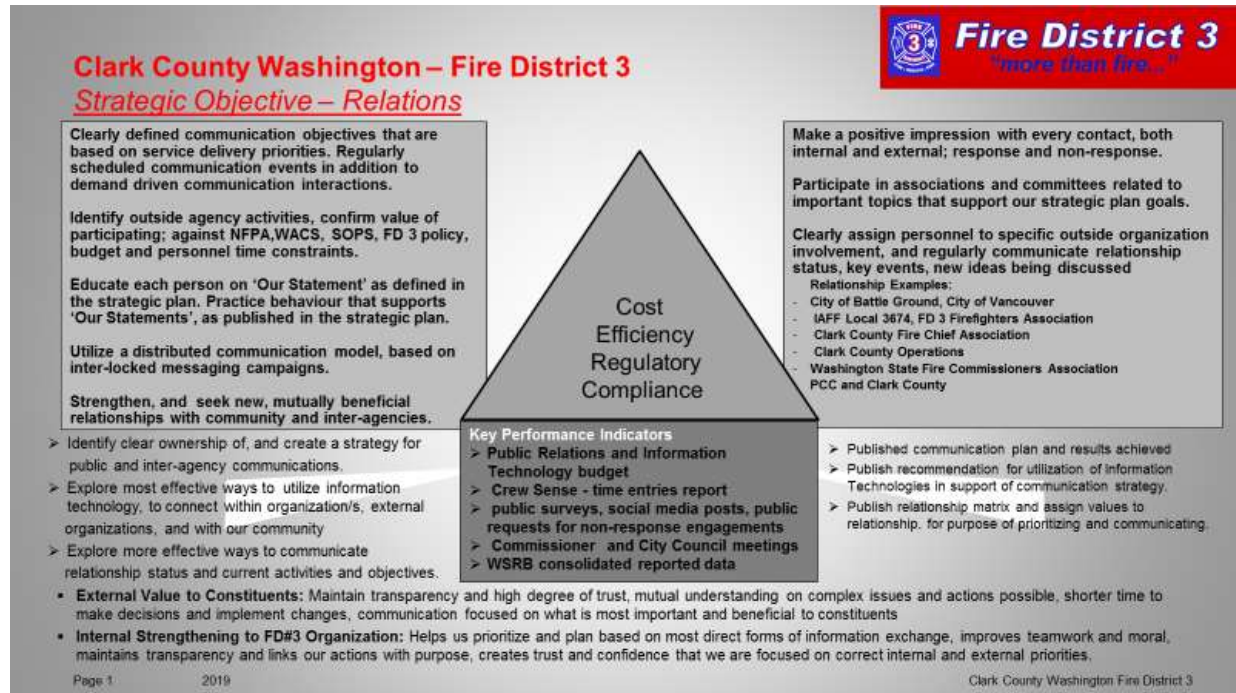
## Facilities Strategy Map



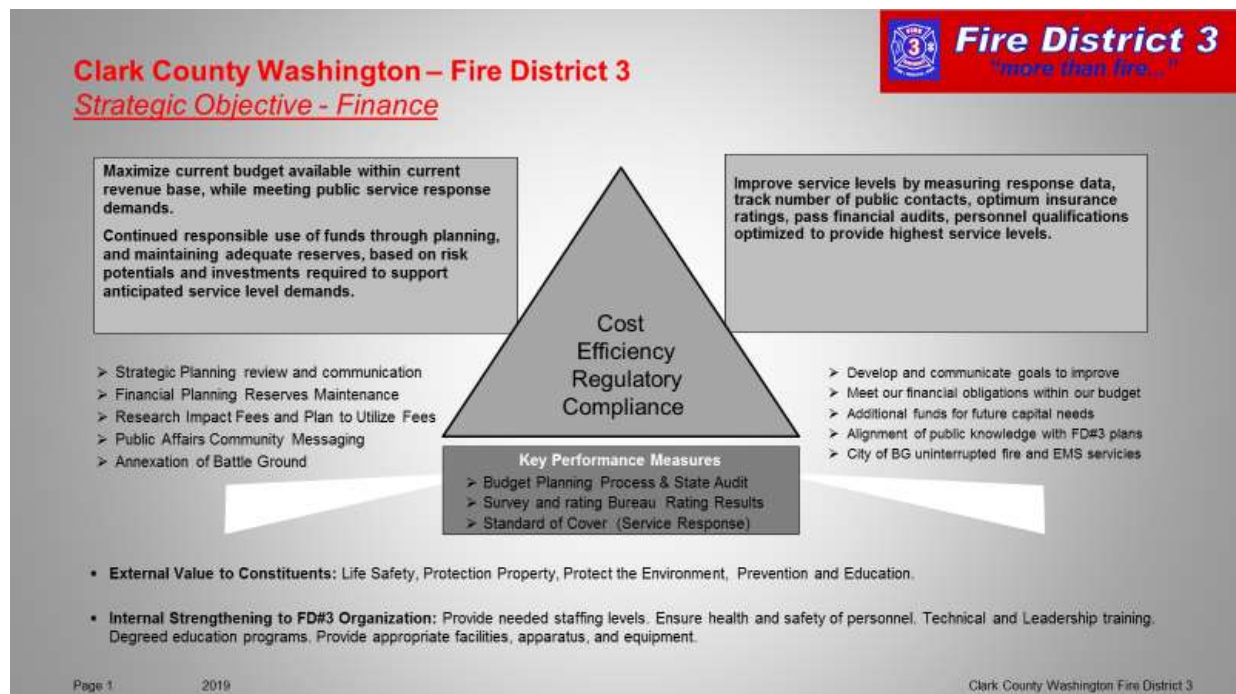
## Prevention and Education Strategy Map



## Relations Strategy Map



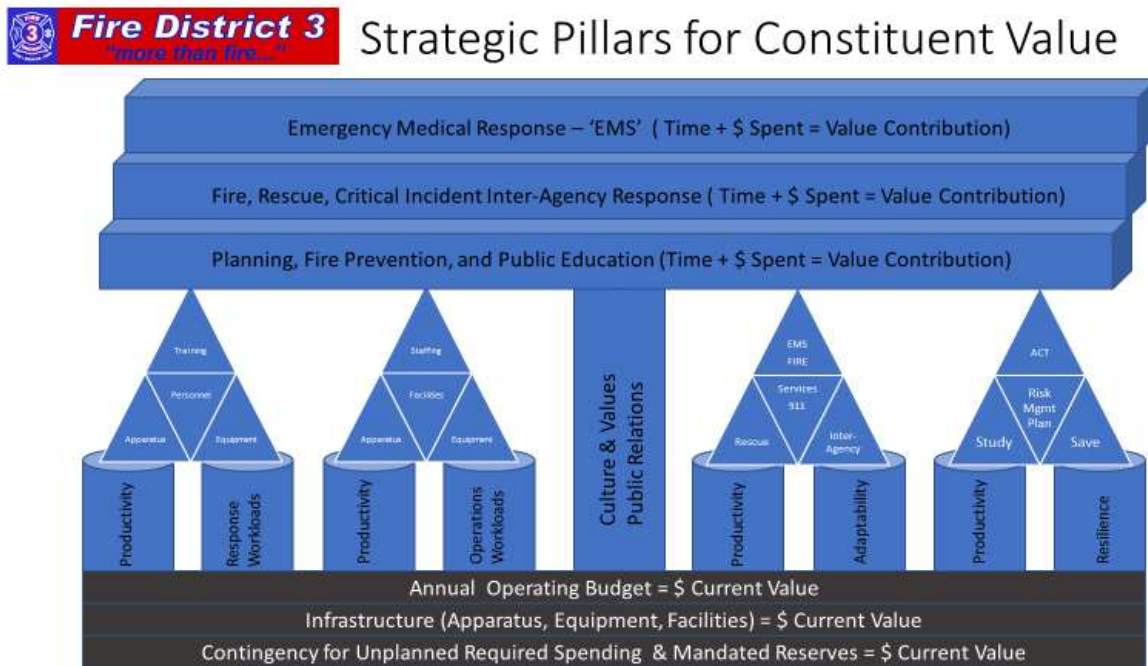
## Finance Strategy Map



## Strategic Planning Areas of Focus Overview

Strategy planning depends on many factors including ability to assess current situations, anticipate or recognize change, act on opportunities to change, and knowing how to minimize risk and remove deterrents. These factors always determine the speed at which strategic goals are obtained, and the quality of results achieved.

## Strategic Pillars of Fire District 3



**Diagram #1** - Strategic Pillars Perspective

The Top-Level service delivery categories for the District are 'Response' and 'Non-Response' activities based. Within each of these category activities can be broken down into work process groups described below. Planning, Prevention and Education support the response services.

The core pillar of service delivery centers on Culture and Values, aligned with Public Relations/Needs.

- **Service Response:** Fire Investigation and Suppression, Emergency Medical Services, Non-Emergency
- **Response Preparedness:** Personnel, Staffing, Apparatus, Equipment, Facilities, Training, Operations Management, Planning, Prevention and Education, Inter-Agency Relations
- **Administration:** Finance, Growth, Risk Mitigation, Compliance, Public Relations

For purpose of collecting data related to the above categories, and to provide practical alignment with current strategic plan transition, the data collection process focused on each area separately. Note that Fire Response was not an area of focus. It was determined early in the process that Fire Response strategy would be adequately covered in both response and preparedness areas. Fire suppression tactics are well documented and proven effective. Continuous review of firefighting strategy and underlying tactics is a process under continuous review, optimized on scene in real-time, and in post-incident critiques.

Emergency Medical Services (EMS) depend heavily on strict adherence to Clark County Medical Director standing orders protocol, personnel certification and continuous re-certification training and testing. The opportunity for, and value of, developing unique strategies for EMS service delivery is very limited. For example, Washington State EMS regulations place limits on emergency transport and services which fire districts can provide to the public. Due to recognized inter-agency EMS transport service delivery dependencies, as well as increasing demands for non-critical patient response service requests, the District has included EMS as a strategic plan category for data collection and strategy mapping.

Don LaVallee - Strategic Planning Facilitator/Chief Consultant @ FLEX~IT LLC

A handwritten signature in black ink, appearing to read 'D. LaVallee', is written over a faint, light blue circular stamp. The signature is stylized with a large, sweeping 'D' and a checkmark-like flourish at the end.