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## Acknowledgements

Emergency Services Consulting International (ESCI) wishes to thank the individuals who gave their time and effort to help with the production of this strategic plan for the Lake Wenatchee Fire & Rescue District (LWFR).

A key project component is input provided by a cross-section of the community served by LWFR. Citizen stakeholders who participated in the facilitated meeting provided an invaluable contribution, which was used by the internal strategic planning team while creating this plan; it truly is a team effort. The citizens who participated in the facilitated session are acknowledged below:

### Citizen Planning Team

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|--|--|
| <ul style="list-style-type: none"> <li>• Mick Lamar</li> <li>• George Wilson</li> <li>• Jimi Wilson</li> <li>• Mike Stanford</li> <li>• Jim Fosse</li> <li>• Tom Baranouskas</li> <li>• Jim Hopkins</li> </ul> | <ul style="list-style-type: none"> <li>• Dennis Broughton</li> <li>• Brad Ulrich</li> <li>• Brian Pulse</li> <li>• Bob Jennings</li> <li>• Keith Goehner</li> <li>• Jim Passage</li> <li>• Trevor Wylte</li> </ul> |
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The Lake Wenatchee Fire & Rescue District's internal strategic planning team was assembled from a cross-section of the organization's members, and all participants were committed to the project's success. As part of this process, the facilitators asked team members to participate on a no-rank or position basis. Employees, volunteers, elected officials, support staff, and auxilliary members participated fully and were actively engaged. ESCI would like to thank and acknowledge Chief Mick Lamar, his board of fire commissioners and all the members of his agency for their commitment to the process and the leadership they modeled.

### Internal Planning Team

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|---|---|
| <ul style="list-style-type: none"> <li>• Mick Lamar</li> <li>• Michael Stanford, Jr.</li> <li>• Mike Bunney</li> <li>• Terri Woods</li> <li>• Rollie Schmitt</li> <li>• Steve Foley</li> <li>• Steve Saugen</li> <li>• George Wilson</li> </ul> | <ul style="list-style-type: none"> <li>• Chuck Kocher</li> <li>• Mike Payne</li> <li>• Kelly McDaniels</li> <li>• Bob Jennings</li> <li>• Bill Moffat</li> <li>• Dennis Broughton</li> <li>• Kelly O'Brien</li> </ul> |
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**Letter from the Fire Chief**

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November 17, 2016

Many of you know the deep passion I have for the Fire Service and the relationship we have with our community. As a group here at Lake Wenatchee Fire and Rescue, I am proud to say we all share that same passion. In an effort to meet the needs and desires of the community as they relate to emergency services we made a conscious decision to be proactive vice reactive.

To obtain this stance we recently asked a nationally recognized team of experts from Emergency Services Consulting International to assist us in developing a strategic plan that would guide your Fire District over the next 3-5 years in meeting your expectations.

As a volunteer agency we also wanted to send a message to those who serve that their needs and desires are equally as important.

We embarked on a three day workshop that involved community members and district personnel. We listened to their issues, their needs, their concepts and concerns. We then correlated those items into initiatives. With their assistance, we then prioritized these initiatives and set goals with deadlines to accomplish these tasks.

Attached you will find the "Strategic Plan for Lake Wenatchee Fire and Rescue". As you will see this is an ambitious undertaking that will require much effort. I am confident that we are up to the task! But as many of you know the district is not just made up of firefighters and staff, it also includes the "best" auxiliary ever, numerous partner agencies and other citizens who have our communities best interest at heart. Thus we established a motto "One Team, One Plan, Striving for Excellence!"

In closing, we wanted to add that at any time you have a question regarding the process or where we are at with these initiatives please contact us for answers. In addition, if you see an initiative or goal that you feel you have the skills in helping us obtain we would love to hear from you.

Take care, stay safe.

Sincerely,

Mick Lamar, Fire Chief



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**Letter from the Board**

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November 17, 2016

Lake Wenatchee Fire & Rescue is pleased to present our 2016 Strategic Plan. We developed the Plan working with members of the community, our Fire District Commissioners, our Auxiliary, and our firefighters. After lengthy discussions led by experts in strategic planning, we updated our mission statement and achieved consensus on the path forward.

The Plan is divided into goals and initiatives that define key upgrades we plan to accomplish over the next three to five years. The Plan is based on becoming “one of the best” in every area. It is aggressive and will require a community wide “One Team” style effort to achieve success.

Chief Lamar and the Board of Commissioners appreciate the dedication and many hours of hard work from our stakeholders and firefighters that helped unite us in developing this roadmap to improve our efficiency and the effectiveness of the services provide. We would also appreciate your thoughts, suggestions, and feedback.

Thank you for your continuing support of our fire district.

Sincerely,

Rollie Schmitt  
Chairman  
Board of Commissioners



## Planning Methodology

*“A goal without a plan is just a wish.”*

*-- Antoine de Saint-Exupery, author (1900-1944)*

As the quote above suggests, having goals in and of themselves does not accomplish anything. A plan -- complete with goals, timelines, assignments, and incremental steps which can be measured -- creates a roadmap for an organization to follow. Change starts with a plan. In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. This planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

The approach taken in this planning process includes an in-depth environmental scan from the perspectives of a sample of the citizens served by the department, the internal line personnel, the elected officials, and the administration. The criteria are referred to as a SWOT Analysis (strengths, weaknesses, opportunities, and threats). The feedback from all of these areas is summarized later in this report.

The citizen feedback was gathered in advance of the internal planning team performing their work on the strategic plan. The results of the citizen forum were presented to the internal planning team to help shape their goal setting, keeping citizen expectations and recommendations in mind. The planning and service priorities the citizens had, as well as their attitudes and opinions about the staffing, response, and cost components of the department were provided to the internal planning team, as well as context of the discussion. The following graphs illustrate the citizen responses and should serve to guide the department as it develops its strategic plan for the next three to five years.



**Figure 1: Citizen Planning Priorities**



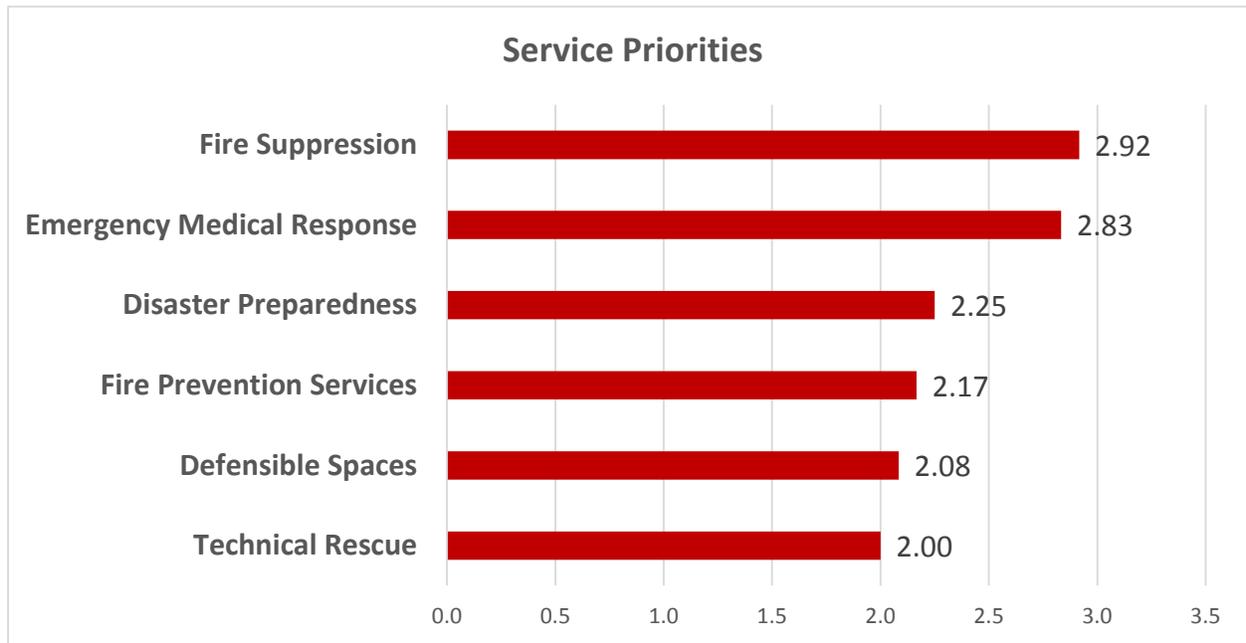
The planning priorities were presented as a forced ranking of Recruitment/Retention, Cooperative Efforts with Neighboring Agencies, Staffing/Succession Planning, Resource Deployment Issues, and Training, which were identified as issues from the department’s perspective. The respondents were encouraged to add elements they felt were missing. The scale allowed the respondents to assign the highest value to the most important dimension (four), a value of one to the lowest priority dimension, with no value given to dimensions a respondent did not feel was an appropriate priority. Respondents were also given the opportunity to add a dimension where he/she felt one was missing.

Discussion by the citizens revolved around the district being inseparably tied to the fabric of the citizens it served. It is ESCI’s experience that most communities feel a close bond with their emergency service providers, but Lake Wenatchee Fire & Rescue rises above what is typical. The citizens feel a sense of ownership unparalleled in ESCI’s experience. The citizens attending the forum were indeed willing to “roll up their sleeves” physically and get to work to help the district meet the needs of the community. The results of the discussion around the planning priorities centered on giving district members what they need to serve the community well (training) and ensuring that the close bond between the district and its citizens continued even after the fire chief retired (retention and succession planning).

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



**Figure 2: Citizen Service Priorities**



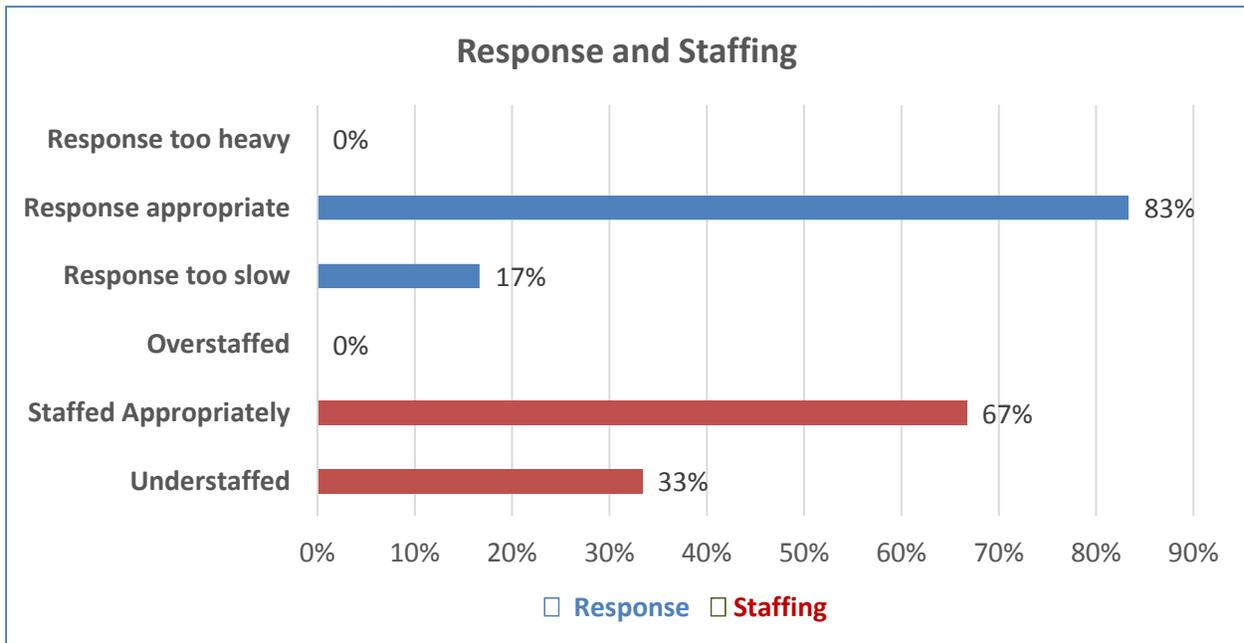
The various major services provided to the community by Lake Wenatchee Fire & Rescue were outlined to the citizens, with a brief explanation of what those services entailed. In this case, those in attendance were asked to place a value on each service without regard to the other services provided (not a forced choice – each service was valued independent of the others).

As is typical, those in attendance rated fire suppression and emergency medical response as the top rated services provided by the district by a very high margin. While the remaining services were all rated lower than those two primary services, all of the remainder were rated as an important priority. None of the respondents crossed out any of the listed services.

The following charts describe the opinions of the forum attendees in the areas of how the response system is perceived and the appropriateness of the staffing levels for the district. The citizens were not provided with background information or data, but just asked for their perceptions. The purpose is to determine whether the district needs to do a better job of communicating with their constituents to provide a deeper understanding of the issues and challenges facing the district in serving the community.



**Figure 3: Response, Staffing & Cost Survey**



The attendees overwhelmingly believe the response to emergencies within the district is appropriate for the need, and the staffing to handle the emergencies is also appropriate. A minority of the attendees felt the response could be faster and the staffing is too light for the needs of the community. In both cases, the citizens seem to be indicating that if there is a need to improve, it would be in the area of more people and faster response. Discussion by the group after the results were shared indicated that the community could do more to help the fire district serve the community better, including attracting more volunteers, engaging the district’s auxiliary members to a greater degree, and forming partnerships with neighboring agencies.



## Mission, Vision, and Guiding Principles

### Mission

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

#### **Lake Wenatchee Fire & Rescue Mission Statement**

*"Working together to protect life and property while serving our greater community"*

### Vision

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

#### **Lake Wenatchee Fire & Rescue Vision Statement**

*"One Team, One Plan, Striving for Excellence"*

- Provide a safe, timely and efficient response with the proper resources
- Attract and maintain Department staffing
- Change Agents
- Sufficiently Equipped
- Engaged with the Community
- To be recognized as leaders in the delivery of emergency services by staying ahead of the changing characteristics of our District
- Be the leading resource for community safety, education and information
- Foster collaborative partnerships that help us achieve our mission



### Guiding Principles (Values)

Guiding principles (values) define what the organization considers to be appropriate and inappropriate behaviors. An organization's core guiding principles define the organization's culture and belief system, they provide an anchoring foundation—a constant—in an environment that is always changing. The strategic planning team declared the following as their guiding principles or core values for the district.

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

– Ralph Waldo Emerson

#### Lake Wenatchee Fire & Rescue Guiding Principles

- Attend Training
- Self-Motivated
- Ethical
- Accountable
- Reliable
- Committed
- Open Minded
- Professional
- Well Organized
- Approachable
- Dedicated
- Diversity
- Health and Safety
- Integrity
- Caring
- Respectful
- Responsible
- Open to feedback
- Safe
- Willing
- Tolerant
- Caring
- Multi Tasker
- Outside the Box
- Balance
- Strong Leadership
- Teamwork
- Selfless

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



## Environmental Scan

In order to properly formulate strategic initiatives, the internal planning team evaluated the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal brainstorming results, and their collective knowledge of the organization and the community to assess the environment in which the district operates.

Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future.

### Strengths

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

- Community support is strong and growing
- Core group of committed firefighters/enthusiastic/cohesive, happy crew with good morale
- The current chief
- Strong emphasis on firefighter safety. Not just talk, but always emphasized
- High property tax base/strong budget skills/fiscally responsible/financially stable/adequate reserves

### Weaknesses

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

- Stations do not have back-up power
- Lack of succession planning-all leadership and office positions/no back-up for key positions
- Volunteer burnout/response burden placed on small group/insufficient to support state mobilizations/unpredictable response
- Need a firm contractual relationship with Cascade Medical
- Lack of consistent support from county commissioners (fireworks, burn bans, etc.)



## Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. They may be directly controllable by actions within the department, or may be an environment that could be anticipated by taking advantage of the opportunities they present. Many opportunities exist for the district, but the top opportunities selected were:

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

- Discuss the possibility of a new "primary" station
- Explore the possibility of enhancing improvement through Bonds or Levy Lift
- Greater use of auxiliary and community members to complete routine tasks that do not require certifications
- Succession plan from within - Chief, Assistant Chief, Lieutenants and Mechanic
- Provide as much training as people have time for

## Threats

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

*If you don't like change you're going to like irrelevance even less.*

-- US Army General Eric Shinseki

- Poor management of ambulance service by Cascade Medical/Our inability to properly staff ambulance if program is given to LWFR
- Unknown future when chief leaves/Poor succession planning
- Two apparatus need to be replaced in the next 2-3 years
- Long term power outage in the winter
- Disaster potential – Rail (Bakken Crude Oil), Terrorism, Wildfire



## Definition of Terms

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

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

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

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

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

**Outcome** – The description of a desired consequence of an objective once accomplished.

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

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



**Strategic Plan**

**Initiative 1 – Capital Facilities & Equipment**

Lake Wenatchee Fire & Rescue (LWFR) requires critical infrastructure and physical assets in order to adequately perform the services expected by the community. This includes facilities that support the district’s mission; emergency apparatus for crews to respond with and which fits the risks in the community; the necessary equipment to perform the tasks required; and appropriate safety gear for each member of the district who places themselves in harm’s way to provide the service. This initiative contains the goals and objectives related to these critical elements.

*Initiative Managers: Chief Lamar*

**Goal: 1A Develop a Facilities Management Plan**

<b>Objectives</b>	1. <i>Assess current facilities to determine suitability for current use</i>	
	Responsible: Facility Assessment Team	Timeline: Critical Task
	Outcome: Each LWFR facility has a descriptive list of capabilities that are currently in place	
	2. <i>Identify best practices in the Fire Service as it relates to features/age/maintenance of critical facilities</i>	
	Responsible: Facility Assessment Team	Timeline: Short-term
	Outcome: A complete list of industry standards, best practices, and considerations is compiled	
	3. <i>Conduct a GAP analysis between the current conditions and the industry best practices</i>	
	Responsible: Facility Assessment Team	Timeline: Short-term
	Outcome: A table is created which compares each industry standard or best practice with the corresponding current condition of existing LWFR facilities	
	4. <i>Determine the appropriate course of action and priorities (repair, remodel, replace)</i>	
	Responsible: Facility Assessment Team	Timeline: Mid-term
	Outcome: Each facility is placed into one of the three courses of action and listed in priority order	
	5. <i>Develop conceptual design for facilities determined to need to be replaced or remodeled</i>	
	Responsible: Facility Assessment Team	Timeline: Mid-term
	Outcome: A conceptual design has been created for each facility needing to be replaced or remodeled	
	6. <i>Obtain community input to capture opportunities to provide multi-use facility</i>	
	Responsible: Facility Assessment Team	Timeline: Mid-term



	Outcome: Broad community feedback has been provided that identifies preferred additional uses for LWFR facilities	
	7. <i>Develop a budget &amp; identify funding options - grants, bonds, partner with other agencies</i>	
	Responsible: Facility Assessment Team	Timeline: Mid-term
	Outcome: Funding sources have been identified and a proposed budget created for board consideration	
	8. <i>Develop a timeline for the capital projects identified</i>	
	Responsible: Facility Assessment Team	Timeline: Mid-term
	Outcome: A schedule has been created for all identified capital projects for board consideration	

**Goal: 1B Develop an Equipment Management Plan**

<b>Objective</b>	1. <i>Compile the existing LWFR equipment inventory of emergency equipment</i>	
	Responsible: Equipment Assessment Team	Timeline: Critical Task
	Outcome: A complete inventory of equipment owned by LWFR has been created for items that exceed an initial value of \$5,000	
	2. <i>Develop replacement criteria based on industry standards</i>	
	Responsible: Equipment Assessment Team	Timeline: Short-term
	Outcome: Industry standards and best practices have been identified for replacement of equipment listed on the inventory list created for 1B-1	
	3. <i>Develop GAP Analysis and prioritize needs (repair, purchase)</i>	
	Responsible: Equipment Assessment Team	Timeline: Short-term
	Outcome: Emergency equipment inventoried in 1B-1 has been programmed for repair or replacement based on the standards and best practices identified in 1B-2	
	4. <i>Determine the budget and funding needs</i>	
	Responsible: Equipment Assessment Team	Timeline: Short-term
	Outcome: Replacement costs have been identified and programmed into an Equipment Management Plan	
	5. <i>Prioritize equipment repair and replacement and implement the plan</i>	
Responsible: Equipment Assessment Team	Timeline: Short-term	



	Outcome: The board of fire commissioners has discussed, modified as appropriate, and implemented the Equipment Management Plan	
	6. <i>Create a Standard Operating Procedure to keep the Equipment Management Plan perpetually updated</i>	
	Outcome: A Standard Operating Procedure has been created which outlines its creation and update interval	
	Responsible: Equipment Assessment Team	Timeline: Short-term
<b>Goal: 1C Develop an Apparatus Replacement Plan</b>		
<b>Objectives</b>	1. <i>Compile an inventory of apparatus with criteria used to determine appropriate replacement dates</i>	
	Responsible: Apparatus Assessment Team	Timeline: Critical Task
	Outcome: All LWFR apparatus is listed on an Apparatus Replacement Plan with date/type/age/mileage/condition/hours/maintenance history	
	2. <i>Identify criteria for replacement by type using NFPA 1901, Annex D as a foundation</i>	
	Responsible: Apparatus Assessment Team	Timeline: Mid-term
	Outcome: Criteria for replacement of LWFR apparatus by type has been created.	
	3. <i>Evaluate equipment against the standard and program in replacement schedule</i>	
	Responsible: Apparatus Assessment Team	Timeline: Mid-term
	Outcome: A gap analysis has been created which identifies probable replacement dates for each apparatus type in LWFR	
	4. <i>Modify the budget to support the plan</i>	
	Responsible: Apparatus Assessment Team	Timeline: Long-term, Ongoing
	Outcome: A proposed budget is developed which factors in likely cost for replacement when Apparatus Replacement Plan is implemented	
	5. <i>Implement the Apparatus Replacement Plan and evaluate annually</i>	
	Responsible: Apparatus Assessment Team	Timeline: Long-term, Ongoing
Outcome: The board of fire commissioners has discussed, modified as appropriate, and implemented the Apparatus Replacement Plan		



Goal: 1D Develop auxiliary power for stations	
Objectives	1. Evaluate back-up power needs for each facility
	Responsible: Facilities Assessment Team   Timeline: Critical Task
	Outcome: Critical circuits have been identified at each LWFR facility
	2. Conduct load survey and establish backup power requirements at each station
	Responsible: Facilities Assessment Team   Timeline: Critical Task
	Outcome: Based on the critical circuit assessment and load survey, the appropriate backup power requirements have been identified for each LWFR facility
	3. Identify which type of power best fits the individual circumstances for each facility
	Responsible: Facilities Assessment Team   Timeline: Critical Task
	Outcome: Considering the various backup power options available, each LWFR facility has the system most well suited to its unique needs identified
	4. Identify cost and budget estimates
	Responsible: Facilities Assessment Team   Timeline: Short-term
	Outcome: A cost estimate is established for implementation of the best backup power source for each LWFR facility
	5. Prioritize and implement the auxiliary power plans
	Responsible: Facilities Assessment Team   Timeline: Mid-term
Outcome: The board of fire commissioners has discussed, modified and prioritized as appropriate, and implemented a backup power plan for the LWFR facilities	



Goal: 1E Develop a PPE Replacement Program	
<b>Objectives</b>	1. <i>Evaluate existing Wildland &amp; Structural Personal Protective Equipment (PPE)</i>
	Responsible: PPE Assessment Team   Timeline: Critical Task, Ongoing
	Outcome: PPE has been assessed and placed into “replace”, “repair”, or “satisfactory” categories
	2. <i>Determine current industry standards</i>
	Responsible: PPE Assessment Team   Timeline: Critical Task
	Outcome: NFPA 1851 and NFPA 1977 have been reviewed and summarized as a guide for determining condition of inspected PPE
	3. <i>Repair or replace noncompliant PPE</i>
	Responsible: PPE Assessment Team   Timeline: Critical Task
	Outcome: Repair or replacement of noncompliant PPE has occurred
	4. <i>Identify potential customization options</i>
	Responsible: PPE Assessment Team   Timeline: Mid-term
	Outcome: The fire chief, with concurrence with the board of fire commissioners, has approved any customization options for LWFR PPE
	5. <i>Identify vendors</i>
	Responsible: PPE Assessment Team   Timeline: Mid-term
	Outcome: LWFR has acquired a list of vendors who sell NFPA compliant Wildland and Structural PPE
	6. <i>Determine budget, order, and issue approved PPE</i>
	Responsible: PPE Assessment Team   Timeline: Mid-term
	Outcome: Based on criteria established by the Board of Fire Commissioners and the fire chief, appropriate PPE has been budgeted for, purchased, and issued



<b>Initiative 2 – People</b>			
<p>An emergency services agency must have three core elements to be effective; appropriate facilities, equipment, and people. This initiative focuses on the people element of this triad. LWFR is—perhaps more than most in their peer group—reliant upon the cohesiveness of its members and their relationship with the community and auxiliary. While this initiative is predominantly focused on the internal members of LWFR, it also has a goal and objectives for the safety of the community.</p>			
<p><i>Initiative Managers: Chief Lamar</i></p>			
<p><b>Goal: 2A Incorporate our auxiliary members into the operations of the district</b></p>			
<b>Objectives</b>	<p>1. <i>Conduct skills survey of auxiliary members willing to expand their role</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Personnel Team</td> <td style="width: 50%;">Timeline: Critical Task</td> </tr> </table>	Responsible: Personnel Team	Timeline: Critical Task
	Responsible: Personnel Team	Timeline: Critical Task	
	<p>Outcome: A list of unique and transferrable skills auxiliary members possess is created, and those willing to enhance their involvement with the district have been identified</p>		
	<p>2. <i>Conduct an audit of needs of the District</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Personnel Team</td> <td style="width: 50%;">Timeline: Critical Task</td> </tr> </table>	Responsible: Personnel Team	Timeline: Critical Task
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	<p>Outcome: A list of LWFR operational needs has been identified</p>		
	<p>3. <i>Identify circumstances that contribute to burnout</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Personnel Team</td> <td style="width: 50%;">Timeline: Short-term</td> </tr> </table>	Responsible: Personnel Team	Timeline: Short-term
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	<p>Outcome: A poll of members has been conducted which identifies the specific causes of member burnout</p>		
	<p>4. <i>Match skills with needs</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Personnel Team</td> <td style="width: 50%;">Timeline: Short-term</td> </tr> </table>	Responsible: Personnel Team	Timeline: Short-term
	Responsible: Personnel Team	Timeline: Short-term	
<p>Outcome: LWFR auxiliary members with skills which align with identified district gaps has been assigned to assist in those areas</p>			
<p>5. <i>Periodically review for success</i></p>			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Personnel Team</td> <td style="width: 50%;">Timeline: Short-term, Ongoing</td> </tr> </table>	Responsible: Personnel Team	Timeline: Short-term, Ongoing	
Responsible: Personnel Team	Timeline: Short-term, Ongoing		
<p>Outcome: Auxiliary members have been polled to ensure proper alignment of skills with needs, and LWFR operational members have been polled to ensure relief has been provided</p>			



Goal: 2B Develop a Succession Plan	
Objectives	1. <i>Identify positions relevant to the plan</i>
	Responsible: Personnel Team   Timeline: Critical Task
	Outcome: All leadership positions below the fire chief have been targeted for succession planning
	2. <i>Research potential existing plans</i>
	Responsible: Personnel Team   Timeline: Critical Task
	Outcome: LWFR has identified agencies which have or have had successful succession plans in place
	3. <i>Develop minimum educational/experience requirements</i>
	Responsible: Personnel Team   Timeline: Critical Task
	Outcome: Successful incumbents have listed the knowledge, skills, and abilities they believe directly contribute to their success. The fire chief and board of fire commissioners have also identified prerequisites for each leadership position in the district below the fire chief position.
	4. <i>Identify typical methods and processes to obtain minimum requirements (out of District)</i>
	Responsible: Personnel Team   Timeline: Critical Task
	Outcome: Members Interested in or recruited to prepare for positions of greater responsibility have a clearly outlined path to obtain the knowledge, skills, and abilities necessary to succeed.
	5. <i>Provide members educational and training opportunities to meet requirements</i>
	Responsible: Personnel Team   Timeline: Mid-term, Ongoing
Outcome: The board of fire commissioners, in concert with the fire chief, have created opportunities for upwardly mobile members to receive the necessary education and training specific to the positions being sought	
6. <i>Develop process for filling vacancies</i>	
Responsible: Personnel Team   Timeline: Mid-term, Ongoing	
Outcome: The fire chief, in concert with the board of fire commissioners, have identified and developed a process to fill vacancies in leadership positions within LWFR	
7. <i>Select personnel and fill vacancies</i>	



	Responsible: Personnel Team	Timeline: Long-term, Ongoing
	Outcome: Vacant leadership positions are filled in a timely manner with qualified, competent personnel	

**Goal: 2C Update Member Incentive Program**

<b>Objectives</b>	<i>1. List current incentives</i>	
	Responsible: Personnel Team	Timeline: Critical Task
	Outcome: LWFR has developed a list of the incentives for its members to stay involved and active in the district	
	<i>2. Research and identify other existing incentive programs (e.g., Washington State Firefighters Association)</i>	
	Responsible: Personnel Team	Timeline: Short-term
	Outcome: A list of best practices from throughout the region have been compiled to attract and retain members in the district	
	<i>3. Query members regarding current &amp; potential incentives</i>	
	Responsible: Personnel Team	Timeline: Short-term
	Outcome: Current members have provided the district with a list of incentives they find most valued, suggesting other incentives for consideration	
	<i>4. Evaluate impact to budget</i>	
	Responsible: Board & Fire Chief	Timeline: Short-term, Ongoing
	Outcome: The list of potential incentives is evaluated for cost and ability to be implemented	
	<i>5. Approve and implement</i>	
	Responsible: Board & Fire Chief	Timeline: Short-term
	Outcome: The board of fire commissioners, in concert with the fire chief, have rolled out approved incentives for the LWFR membership	
	<i>6. Review and modify as needed</i>	
Responsible: Personnel Team	Timeline: Ongoing	
Outcome: The board of fire commissioners, in concert with the fire chief, have evaluated the effectiveness of the incentives on an annual basis and adjusted them as necessary		



Goal: 2D Create Recruiting & Retention Program		
Objectives	1. <i>Identify staffing needs</i>	
	Responsible: Personnel Team	Timeline: Mid-term
	Outcome: The fire chief has identified a target number (or range) of personnel LWFR needs to be effective	
	2. <i>Conduct a gap analysis</i>	
	Responsible: Personnel Team	Timeline: Mid-term
	Outcome: The difference between the existing number of active members of LWFR and the target number (or range) of personnel has been identified	
	3. <i>Research successful programs currently in existence</i>	
	Responsible: Personnel Team	Timeline: Mid-term
	Outcome: Successful volunteer recruitment and retention programs have been identified and their elements analyzed	
	4. <i>Select and implement applicable elements</i>	
	Responsible: Personnel Team	Timeline: Mid-term
	Outcome: The fire chief, in concert with the board of fire commissioners, have selected and implemented new recruitment and retention strategies based on successful models elsewhere	



Goal: 2E Improve the Training Program	
Objectives	1. <i>Research best practices in training program, manual development, and content</i>
	Responsible: Training Team   Timeline: Short-term
	Outcome: Multiple agencies' training programs and training manuals have been acquired, and the leaders of those programs and manuals have been interviewed for implementation guidance
	2. <i>Evaluate current training program and training manual against industry standards and local requirements</i>
Objectives	Responsible: Training Team   Timeline: Short-term
	Outcome: The LWFR training program and training manual has been evaluated against Washington state standards, WAC 296-305 standards, and industry best practices
	3. <i>Integrate training program improvements into a training manual where appropriate and consistent with best practices in 2E-2</i>
	Responsible: Training Team   Timeline: Short-term
	Outcome: A new training manual has been created which reflects the changes in the training program and is used as an adjunct to training delivery
	4. <i>Schedule training based on member availability</i>
	Responsible: Training Team   Timeline: Ongoing
	Outcome: The training delivery system has been adjusted to meet the needs of LWFR members based on their availability
	5. <i>Implement training program and training manual improvements as needed</i>
	Responsible: Training Team   Timeline: Short-term, Ongoing
Outcome: Improvements in the training manual, training practices, and training delivery have been implemented and annually evaluated for continuous improvement	

Goal: 2F Improve Internal Communication	
Objectives	1. <i>Identify current communication process and effectiveness</i>
	Responsible: Communication Team   Timeline: Critical Task
	Outcome: A poll of members of LWFR has been conducted which identifies where communication bottlenecks and barriers are located
	2. <i>List problematic areas and research solutions</i>



	Responsible: Communication Team	Timeline: Short-term
	Outcome: Bottlenecks and barriers to effective communication have been identified and strategies to remove barriers and streamline communication flow have been developed	
	3. <i>Implement improvements, review annually and modify as necessary</i>	
	Responsible: Communication Team	Timeline: Mid-term, Ongoing
	Outcome: Effective communication strategies have been implemented, and annual review of their continued effectiveness has been conducted	

Goal: 2G Support our members in a disaster		
Objectives	1. <i>Update member list and emergency contact</i>	
	Responsible: Disaster Team	Timeline: Critical Task
	Outcome: An emergency contact list has been compiled for all members of LWFR	
	2. <i>Develop multiple avenues of communication</i>	
	Responsible: Disaster Team	Timeline: Critical Task
	Outcome: Every member of LWFR has multiple methods of communication identified in a disaster situation	
	3. <i>Advise family of member status</i>	
	Responsible: Disaster Team	Timeline: Ongoing
	Outcome: An emergency "information tree" has been created to communicate with members' loved ones during a disaster to keep them informed of their status	
	4. <i>Identify needs of LWFR members' families</i>	
	Responsible: Disaster Team	Timeline: Ongoing
	Outcome: When a disaster strikes, the families of LWFR members are contacted and their immediate needs identified. Action plans are developed based on their immediate needs.	
	5. <i>Allocate resources</i>	
	Responsible: Disaster Team	Timeline: Ongoing
Outcome: The board of fire commissioners has approved the allocation of resources to meet the emergency needs of the families of LWFR members during a disaster		



<b>Initiative 3 – Process</b> The previous initiatives dealt with tangible assets and people. This initiative is focused on systems and processes. These systems and processes facilitate efficient workflow, document procedures and address continuous improvement.			
<b>Initiative Managers: Chief Lamar</b>			
<b>Goal: 3A Establish an SOG Manual</b>			
Objectives	1. <i>Gather samples of regulatory documents and lessons learned from industry leaders</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term
	Responsible: Safety Team	Timeline: Mid-term	
	Outcome: LWFR has samples of SOG/SOP manuals and other regulatory documents and processes from leading agencies in the fire service, and has interviewed those leaders for additional insights		
	2. <i>Develop an SOG outline (list of topics)</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term
	Responsible: Safety Team	Timeline: Mid-term	
	Outcome: Subjects to be addressed in an SOG manual have been identified based on samples from industry leaders (see 3A-1) and modified to meet LWFRs specific needs		
	3. <i>Create task teams to develop draft SOG by topic area</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term
	Responsible: Safety Team	Timeline: Mid-term	
	Outcome: Topic areas for an SOG manual have been identified and task teams assigned to draft specific language for inclusion into the manual		
	4. <i>Compile draft SOG for all topics into manual for review</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term
	Responsible: Safety Team	Timeline: Mid-term	
	Outcome: A draft SOG manual has been created from the compiled work of the various task teams who were assigned by subject area		
5. <i>Revise as appropriate</i>			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term	
Responsible: Safety Team	Timeline: Mid-term		
Outcome: The draft SOG manual was reviewed by the fire chief and all members of LWFR, the draft SOG manual has been revised, finalized, and published			
6. <i>Develop review/revision/creation process</i>			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Safety Team</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible: Safety Team	Timeline: Mid-term	
Responsible: Safety Team	Timeline: Mid-term		
Outcome: The first SOG in the manual is an outline of the process for review, revision, and creation process for future SOGs			



Goal: 3B	Develop a Community Safety Plan	
Objectives	1. <i>Involve community to develop risk assessment (Disaster, fire prevention, CPR)</i>	
	Responsible: Safety Team	Timeline: Mid-term, Ongoing
	Outcome: The community has helped LWFR identify community risks through a series of community meetings and surveys	
	2. <i>Prioritize risk against capabilities of the District and its community partners</i>	
	Responsible: Safety Team	Timeline: Mid-term
	Outcome: LWFR has created a list of those community risks that are its responsibility to address, and has created a list of risks that require outside assistance from a partner agency	
	3. <i>Develop detailed strategies to address identified needs</i>	
	Responsible: Safety Team	Timeline: Mid-term
	Outcome: LWFR has developed strategies to address community risks within its purview, and coordinated with partner agencies to address gaps that are outside of the district's purview	
	4. <i>Identify funding and implement</i>	
	Responsible: Safety Team	Timeline: Mid-term
	Outcome: Those strategies that are within LWFR's purview have been evaluated for cost, and the board of fire commissioners have addressed those costs within their budget to the extent possible	



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### *Implementation Methodology*

“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.”<sup>1</sup> These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from LWFR members and communicating plan status on a consistent basis, and measuring compliance for the established timelines.

#### **Prioritization of Objectives**

In conjunction with developing operational plans, assigned committees/individuals are charged with prioritizing each of their objectives. Each assigned committee/individual will determine the priority and timing for each objective. Upon approval of the fire chief, objectives that can be accomplished over the course of the current fiscal year within the limits of existing program budgets receive highest priority.

#### **LWFR Member Input and Communication**

Once the operational plans for each objective are developed, the groups tasked with a given objective will forward ideas, suggestions, and comments to the fire chief for review and approval.

#### **2016-17 Implementation Timeline**

The LWFR Strategic Planning Team must be committed to a regular schedule of status updates, and accountability monitoring. The Team should set up an implementation schedule for 2016-17 to ensure regular communication and commitment to the strategic plan:

- Upon adoption – Fire chief provides summary of strategic plan initiatives and goals to membership and interested community stakeholders. Official development of operational plans begin.
- Quarterly Meeting – Strategic Planning Team meeting to track progress of operational plan development and objectives prioritization.
- Annual budget development plan review – Strategic plan is reviewed and prioritized in accordance with budget development and annual planning priorities.

In addition to the quarterly planning meetings, the Strategic Planning Team should meet on an annual basis to assess progress, celebrate accomplishments, and ensure the ongoing viability and validity of the Strategic Plan.

To help maintain communication about the organization’s progress in meeting its goals to the membership, LWFR leadership should commit to publishing regular status reports and minutes resulting from the Team’s quarterly and annual meetings.

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



## Appendix A – Internal SWOT Feedback

All members of LWFR were solicited for their feedback under the headings, “Strengths, Weaknesses, Opportunities, and Threats”. Eighteen members submitted responses. The responses were combined by ESCI to reduce duplication, paraphrasing to group similar responses together. The results follow:

### Strengths

Generally new trucks/modern PPE	Communications
Career firefighters improve professionalism & training	Diverse Backgrounds- Personnel
Relative low turnover	Active and dedicated auxiliary
Training Opportunities/Support for personal development and education, however not well known among firefighters	Cooperation with local districts and forest service state and federal
Technologically advanced	Teamwork
High level of service	Availability of responders and support staff
Officers	Willingness to learn
Generally new trucks/modern PPE	Community Growth
Response time	Great association
Chain of command	Great reputation among all county FDs and USFS/DNR
Personnel assigned to maintain apparatus and stations	

### Weaknesses

Inconsistent SOGs/Procedures exist in books, and are not generally used	Large rural area
Some periodic requirements are not always completed/Poor PM/ Dept. structure/duties not a priority/rig check process broken	Many personnel have full time jobs
Hard to recruit younger firefighters due to high cost of living in the area and lack of high paying jobs	Some personnel retired and out of area frequently
Lack of good leadership (except current chief)	Harsh winter weather can hinder response time
Need more maintenance and consistent staff	Relatively low number of actual fire incidents
Need more volunteers or switch to combination dept.	Large coverage area, resulting in long response times
Training not a priority/plan not followed/curriculum	Buildings need to be upgraded (92 & Ponderosa)
Commissioners not engaged in dept. operation/follow chief's recommendations without question	Leavenworth too dependent upon Lake Wenatchee
Weak personnel management skills/management style/micromanagement	Financial responsibility
Appearance over performance	Personnel conflicts
Weak communications in some areas	Lack of emergency shelter in area
Firefighters need more say in operations and training	Small area for future volunteers
Benefits need to be increased	Aid responses
Operational Transparency	Drills not at full potential/No training coordinator
Limited FF experience/learning feedback loop is weak	Department leaders too often hold people back from responding to calls
Aging FF population/out of shape	Sometimes several lieutenants staff an engine to go to a major incident and then more units are needed and no supervisors are available for the next truck to go



**Opportunities**

Greater use of Auxiliary & community members to complete routine tasks that do not require certifications	Grant Opportunities- PPE, Station improvements
Greater use of retirees that still want to help, but don't want to carry a pager	Fire Based EMS/Ambulance service- Potential Part-time/Full time employment
Automate/streamline the process of recording time for firefighters	Members show leadership outside of dept. (dispatch, EMS council, IMT3, etc.)
Finalize an agreement with Cascade Medical for A113	Improve outlying communication
Provide as much training as people have time for	Always someone available to answer questions/address concerns
Great equipment for safe operations	Chipping program
Empowerment under current leadership	State funding for Red Card trained personnel
Recruit new members, flush uninvolved members	Monetary reward for FF with specialty skills
Chief should provide training/coaching officers/future leader development	Need to discuss future with full time staff
Wealth of management experience/special skills by some members	Need to discuss possibility of new "primary" station
Increase pay structure	With current bond expiring, opportunity may be ripe for future enhancements
Promotions	Demographics are shifting (more rural building); need to adjust
Recruit new chief from outside	Build strong relationships with partnering agencies (USFS/DNR/CCSO)
Improve our recruiting plan/recruit academy can attract young members	Fairly young department
Succession plan from within- Chief, Assistant Chief, Lieutenants and Mechanic	Health/wellness/fitness program for FF
Increased Regionalization- Operations and Training, Ambulance and Search and Rescue	Community Classes - First aid CPR, outreach
Community outreach-social media, newsletter, trained PIO	Training could be significantly improved by reinstating the training coordinator position
Train more EMTs	



**Threats**

Being absorbed by another fire district might significantly increase response times	Large forested area/ forest management
Long term power outage (like a week) in the winter	Hazmat exposure from highway and rail
Staffing levels at Stations 92 and 93 are low	Rural location requires diverse training
Unknown future when chief leaves (2 years)/Poor succession planning	Inclement weather at times
Only 6-8 responders regularly respond, making model unsustainable	Low number of actual incidents
Lack of proper rig check schedule and incentive to do this task	Need more ways to inform the public
Burn out/aging, dwindling core of dedicated responders	Collapse of community support
Chief committing to increased services without consulting members	Increasing demand for rescue services
Promoting problem people/Personnel matters not handled in a timely manner/Problem people continue to get paid more	Lack of strength within ranks
Increased call volume, regulations, legal liability	Lack of staffing to deploy to out-of-district responses long term
Taking membership dedication, auxiliary, and community for granted	Must assess and address Ponderosa requirements
Not planning and preparing for the future	Overspending on equipment and personnel
Promote a new assistant chief in less than a year	Rural infrastructure
Two apparatus need to be replaced in the next 2-3 years	No security or alarm systems at any stations
Volunteerism- National trend that's on the decline	Tourists - they are also job security/Transient population
Poor management of ambulance service by Cascade Medical/Our inability to properly staff ambulance if program is given to LWFR	Public attitudes towards first responders - they still love Fire/EMS though
Aging and growing population	Increasing regulatory environment
Increased call volume 3-5 years	Extensive training required of recruits before being able to respond to calls
Disaster potential - Rail (Bakken Crude Oil), Terrorism, Wildfire	The wrong person running the Auxiliary could destroy the organization that has become so effective at raising money. Got to keep it fun!
No strategic plan and no succession plan	Outside organizations are poaching money that could be going to us (example: Chumstick Coalition)
Community and auxiliary fatigue supporting the same cause/Other charities draw support away from dept.	Rural location requires diverse training
Time commitment of academy a barrier to new FF pool	Hazmat exposure from highway and rail
Loss of levy money/Large fire could reduce tax base	



**Appendix B - Timeline**

Objectives	Critical 1/2017 to 3/2017	Short Term 3/2017 to 3/2018	Mid Term 3/2018 to 3/2019	Long Term 4/2020 to 3/2021
1A1: Assess current facilities to determine suitability for current use	Ongoing			
1B1: Compile the existing LWFR equipment inventory of emergency equipment				
1C1: Compile an inventory of apparatus with criteria used to determine appropriate replacement				
1D1: Evaluate back-up power needs for each facility				
1D2: Conduct load survey and establish backup power requirements at each station				
1D3: Identify which type of power best fits the individual circumstances for each facility				
1E1: Evaluate existing Wildland & Structural Personal Protective Equipment (PPE)				
1E2: Determine current industry standards				
1E3: Repair or replace noncompliant PPE				
2A1: Conduct skills survey of auxiliary members willing to expand their role				
2A2: Conduct an audit of needs of the District				
2B1: Identify positions relevant to the plan				
2B2: Research potential existing plans				
2B3: Develop minimum educational/experience requirements				
2B4: Identify typical methods and processes to obtain minimum requirements (out of District)				
2C1: List current incentives				
2F1: Identify current communication process and effectiveness				
2G1: Update member list and emergency contact				
2G2: Develop multiple avenues of communication				
1A2: Identify best practices in the Fire Service as it relates to features/age/maintenance of critical facilities				
1A3: Conduct a GAP analysis between the current conditions and the industry best practices				
1B2: Develop replacement criteria based on industry standards				
1B3: Develop GAP Analysis and prioritize needs (repair, purchase)				
1B4: Determine the budget and funding needs				
1B5: Prioritize equipment repair and replacement and implement the plan				



Objectives	Critical 1/2017 to 3/2017	Short Term 3/2017 to 3/2018	Mid Term 3/2018 to 3/2019	Long Term 4/2020 to 3/2021	
1B6: Create a Standard Operating Procedure to keep the Equipment Management Plan perpetually updated					
1D4: Identify cost and budget estimates					
2A3: Identify circumstances that contribute to burnout		Ongoing			
2A4: Match skills with needs					
2A5: Periodically review for success					
2C2: Research and identify other existing incentive programs (e.g., Washington State Firefighters Association)					
2C3: Query members regarding current & potential incentives					
2C4: Evaluate impact to budget		Ongoing			
2E1: Research best practices in training program, manual development, and content					
2E2: Evaluate current training program and training manual against industry standards and local requirements					
2E3: Integrate training program improvements into a training manual where appropriate and consistent with best practices in 2E-2					
2E5: Implement training program and training manual improvements as needed		Ongoing			
2F2: List problematic areas and research solutions					
1A4: Determine the appropriate course of action and priorities (repair, remodel, replace)					
1A5: Develop conceptual design for facilities determined to need to be replaced or remodeled					
1A6: Obtain community input to capture opportunities to provide multi-use facility					
1A7: Develop a budget & identify funding options - grants, bonds, partner with other agencies					
1A8: Develop a timeline for the capital projects identified					
1C2: Identify criteria for replacement by type using NFPA 1901, Annex D as a foundation					
1C3: Evaluate equipment against the standard and program in replacement schedule					
1D5: Prioritize and implement the auxiliary power plans					
1E4: Identify potential customization options					
1E5: Identify vendors					
1E6: Determine budget, order and issue approved PPE					
2B5: Provide members educational and training opportunities to meet requirements				Ongoing	



Objectives	Critical 1/2017 to 3/2017	Short Term 3/2017 to 3/2018	Mid Term 3/2018 to 3/2019	Long Term 4/2020 to 3/2021
2B6: Develop process for filling vacancies			Ongoing	
2D1: Identify staffing needs				
2D2: Conduct a gap analysis				
2D3: Research successful programs currently in existence				
2D4: Select and implement applicable elements				
2F3: Implement improvements, review annually and modify as necessary			Ongoing	
3A1: Gather samples of regulatory documents and lessons learned from industry leaders				
3A2: Develop an SOG outline (list of topics)				
3A3: Create task teams to develop draft SOG by topic area				
3A4: Compile draft SOG for all topics into manual for review				
3A5: Revise as appropriate				
3A6: Develop review/revision/creation process				
3B1: Involve community to develop risk assessment (Disaster, fire prevention, CPR)			Ongoing	
3B2: Prioritize risk against capabilities of the District and its community partners				
3B3: Develop detailed strategies to address identified needs				
3B4: Identify funding and implement				
1C4: Modify the budget to support the plan				Ongoing
1C5: Implement the Apparatus Replacement Plan and evaluate annually				Ongoing
2B7: Select personnel and fill vacancies				Ongoing
2C5: Approve and implement			Ongoing	
2C6: Review and modify as needed			Ongoing	
2E4: Schedule training based on member availability			Ongoing	
2G3: Advise family of member status			Ongoing	
2G4: Identify needs of LWFR members' families			Ongoing	
2G5: Allocate resources			Ongoing	



**Appendix C – Status & Accountability**

**Lake Wenatchee Fire & Rescue**

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

Initiatives/Goals/Objectives		Manager:	
Initiative #1: Capital		Responsible	Timeline
<b>Goal 1A: Develop a Facilities Management Plan</b>			
Obj. 1:	Assess current facilities to determine suitability for current use	Facility Assessment Team	
Obj. 2:	Identify Fire Service best practices related to features/age/maintenance of critical facilities	Facility Assessment Team	
Obj. 3:	Conduct a GAP analysis between the current conditions and the industry best practices	Facility Assessment Team	
Obj. 4:	Determine the appropriate course of action and priorities (repair, remodel, replace)	Facility Assessment Team	
Obj. 5:	Develop conceptual design for facilities determined to need to be replaced or remodeled	Facility Assessment Team	
Obj. 6:	Obtain community input to capture opportunities to provide multi-use facility	Facility Assessment Team	
Obj. 7:	Develop a budget & identify funding options - grants, bonds, partner with other agencies	Facility Assessment Team	
Obj. 8:	Develop a timeline for the capital projects identified	Facility Assessment Team	
<b>Goal 1B: Develop an Equipment Management Plan</b>			
Obj. 1:	Compile the existing LWFR equipment inventory of emergency equipment	Equipment Assessment Team	
Obj. 2:	Develop replacement criteria based on industry standards	Equipment Assessment Team	
Obj. 3:	Develop GAP Analysis and prioritize needs (repair, purchase)	Equipment Assessment Team	
Obj. 4:	Determine the budget and funding needs	Equipment Assessment Team	
Obj. 5:	Prioritize equipment repair and replacement and implement the plan	Equipment Assessment Team	
Obj. 6:	Create a Standard Operating Procedure to keep the Equipment Management Plan updated	Equipment Assessment Team	
<b>Goal 1C: Develop an Apparatus Replacement Plan</b>			
Obj. 1:	Compile an inventory of apparatus with criteria used to determine appropriate replacement dates	Apparatus Assessment Team	
Obj. 2:	Identify criteria for replacement by type using NFPA 1901, Annex D as a foundation	Apparatus Assessment Team	



Obj. 3:	Evaluate equipment against the standard and program in replacement schedule	Apparatus Assessment Team	
Obj. 4:	Modify the budget to support the plan	Apparatus Assessment Team	
Obj. 5:	Implement the Apparatus Replacement Plan and evaluate annually	Apparatus Assessment Team	
<b>Goal 1D: Develop Auxiliary power for stations</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Evaluate back-up power needs for each facility	Facility Assessment Team	
Obj.2:	Conduct load survey and establish backup power requirements at each station	Facility Assessment Team	
Obj. 3:	Identify which type of power best fits the individual circumstances for each facility	Facility Assessment Team	
Obj. 4:	Identify cost and budget estimates	Facility Assessment Team	
Obj. 5:	Prioritize and implement the auxiliary power plans	Facility Assessment Team	
<b>Goal 1E: Develop a PPE Replacement Plan</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Evaluate existing Wildland & Structural Personal Protective Equipment (PPE)	PPE Assessment Team	
Obj. 2:	Determine current industry standards	PPE Assessment Team	
Obj. 3:	Repair or replace noncompliant PPE	PPE Assessment Team	
Obj. 4:	Identify potential customization options	PPE Assessment Team	
Obj. 5:	Identify vendors	PPE Assessment Team	
Obj. 6:	Determine budget, order and issue approved PPE	PPE Assessment Team	
<b>Initiative #2: People</b>		<b>Manager:</b>	
<b>Goal 2A: Incorporate our auxiliary members into the operations of the district</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Conduct skills survey of auxiliary members willing to expand their role	Personnel Team	
Obj. 2:	Conduct an audit of needs of the District	Personnel Team	
Obj. 3:	Identify circumstances that contribute to burnout	Personnel Team	
Obj. 4:	Match skills with needs	Personnel Team	
Obj. 5:	Periodically review for success	Personnel Team	
<b>Goal 2B: Develop a Succession Plan</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Identify positions relevant to the plan	Personnel Team	



Obj. 2:	Research potential existing plans	Personnel Team	
Obj. 3:	Develop minimum educational/experience requirements	Personnel Team	
Obj. 4:	Identify typical methods and processes to obtain minimum requirements (out of District)	Personnel Team	
Obj. 5:	Provide members educational and training opportunities to meet requirements	Personnel Team	
Obj. 6:	Develop process for filling vacancies	Personnel Team	
Obj. 7:	Select personnel and fill vacancies	Personnel Team	
<b>Goal 2C: Update Incentive Program</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	List current incentives	Personnel Team	
Obj. 2:	Research and identify other existing incentive programs (e.g., Washington State Firefighters Association)	Personnel Team	
Obj. 3:	Query members regarding current & potential incentives	Personnel Team	
Obj. 4:	Evaluate impact to budget	Board & Fire Chief	
Obj. 5:	Approve and implement	Board & Fire Chief	
Obj. 6:	Review and modify as needed	Personnel Team	
<b>Goal 2D: Create a Recruiting and Retention Program</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Identify staffing needs	Personnel Team	
Obj. 2:	Conduct a gap analysis	Personnel Team	
Obj. 3:	Research successful programs currently in existence	Personnel Team	
Obj. 4:	Select and implement applicable elements	Personnel Team	
<b>Goal 2E: Improve the Training Program</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Research best practices in training program, manual development, and content	Training Team	
Obj. 2:	Evaluate current training program and training manual against industry standards and local requirements	Training Team	
Obj. 3:	Integrate training program improvements into a training manual where appropriate and consistent with best practices in 2E-2	Training Team	
Obj. 4:	Schedule training based on member availability	Training Team	



Obj. 5:	Implement training program and training manual improvements as needed	Training Team	
<b>Goal 2F: Improve Internal Communication</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Identify current communication process and effectiveness	Communication Team	
Obj. 2:	List problematic areas and research solutions	Communication Team	
Obj. 3:	Implement improvements, review annually and modify as necessary	Communication Team	
<b>Goal 2G: Support our members in disaster</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Update member list and emergency contact	Disaster Team	
Obj. 2:	Develop multiple avenues of communication	Disaster Team	
Obj. 3:	Advise family of member status	Disaster Team	
Obj. 4:	Identify needs of LWFR members' families	Disaster Team	
Obj. 5:	Allocate resources	Disaster Team	
<b>Initiative #3: Process</b>		<b>Manager:</b>	
<b>Goal 3A: Establish an SOG Manual</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Gather samples of regulatory documents and lessons learned from industry leaders	Safety Team	
Obj. 2:	Develop an SOG outline (list of topics)	Safety Team	
Obj. 3:	Create task teams to develop draft SOG by topic area	Safety Team	
Obj. 4:	Compile draft SOG for all topics into manual for review	Safety Team	
Obj. 5:	Revise as appropriate	Safety Team	
Obj. 6:	Develop review/revision/creation process	Safety Team	
<b>Goal 3B: Develop a Community Safety Plan</b>		<b>Responsible</b>	<b>Timeline</b>
Obj. 1:	Involve community to develop risk assessment (Disaster, fire prevention, CPR)	Safety Team	
Obj. 2:	Prioritize risk against capabilities of the District and its community partners	Safety Team	
Obj. 3:	Develop detailed strategies to address identified needs	Safety Team	
Obj. 4:	Identify funding and implement	Safety Team	



### Appendix D – Task Worksheet

<b>Initiative:</b>			<b>Person(s) Responsible:</b>			<b>Desired Outcome(s):</b>
<b>Goal:</b>						
<b>Objective:</b>					<b>Timeline:</b>	
#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						