

Strategic Plan 2025 (update)



LAKE
WENATCHEE
FIRE
& RESCUE

Background

The 2021 strategic planning process took place over a period of nine months between 2020 and 2021. Most interactions consisted of online work due to Covid limitations. Participants included Department leaders, Department line personnel, and Auxiliary members.

After reviewing the previous strategic plan, participants were asked to brainstorm through a sticky note exercise that generated over 200 individual data points or suggestions. Comments from our recent 2020 WSRB evaluation were then added to the collection of inputs. These individual inputs were collected and similar concepts or repeat comments were combined to produce weighted themes.

The last step involved an in-person exercise. That exercise took the themes and weights, and from within small groups, prioritized those into goals. Goals were measured in what could be accomplished in a short-term or medium-term window. (1-3 years and 3-5 years). Goals were also established for being high priority or lower priority.

During the 2021-2022 years LWFR has participated in a Rural EMS improvement program. In this program specific areas identified for sustainable success in small departments are identified and made as strategic goals. These EMS specific goals are listed under EMS though some become captured in already existing department goals in other categories.

Updates:

As a living document the strategic process receives ongoing updates and revisions to match changing landscapes and to reflect the completion of previous goals

In 2023 the plan was updated to reflect accomplishments and next steps. While much was accomplished, particularly in EMS, PPE, Hose, and equipment, several major items such as the Master Development of Station 93 remained in process.

In 2024 the Board of Commissioners met to review priorities and identified needs in staff development, capital planning, and 24 hour coverage. In 2024 and 2025 the department participated in the Chelan County Hazard Mitigation Plan and the Community Wildfire Protection Plan. These efforts created additional detail to LWFR Strategic planning.

Priorities

One goal remains clearly above the others. It continues to impact the positive outcome of many other goals. The Master Development of the station 93 campus affects training, maintenance, storage, apparatus, and operations.

As in previous strategic discussions the board repeatedly came back to this as the obvious highest priority to advance all other goals.

Other **High priority (Marked in red)** goals involved direct firefighter safety and logistical improvements.

Goals may also be labeled as new (since the last update) or in process (work towards this goal has taken place but more work is desired). Most completed goals have been removed from the document unless they were also new goals, then they are acknowledged and marked completed.

Along with our mission and vision, strategic goals will be utilized to prioritize funding and staff hours inclusive of daily operations.

Operations

Build New Fire Station and support structures at 93 Hill Street property. Maintenance, training, administration, and response needs depend on a modern central location. This remains a work in process with master planning, architectural, and land planning complete. **High Priority**

Complete the 5 year apparatus plan: An aging fleet is being improved by replacing essential apparatus. Is in process and likely completed in 2025 with the delivery of two engines.

Develop a 5 year wildfire truck plan: LWFR brush trucks are showing their age. A plan of what and when to replace will need to start soon.

Increase Fire/Rescue training and instructor qualifications: Increasing formal qualifications and the number of trained instructors is seen as essential to maintain readiness and safety. Excellent progress in this area. We still have great opportunities for growth.

Increase AAR on more calls: Reviewing and utilizing teaching moments in real world actions increases skills and enhances personnel growth. Tracking and documenting lessons learned is of notable value. Continue making progress in this area.

Develop a tactical wildfire defense plan: Identify potential lines of defense, critical infrastructure, water and resource locations in a documented, tactical fire defense of the community itself. **High Priority**

Hire a fuels crew to assist in fuels reduction and other work: This is a new goal to replace the loss of our seasonal program.

Develop 24 hour and daily coverage staffing improvements: The only 24/7 employee is our BC91. Board and community wish to see 24 hour guaranteed coverage for Fire and EMS staffing.

Reorganize and Fill two Deputy Chief Positions: This is a structural priority needed to accomplish goals and support firefighters. This goal is already completed.

Build a centrally located facility that provides shelter and food for residents: This has been part of the Master capital planning for the station 93 site. The lack of other facilities within the community elevates this capital improvement to **High Priority**

Expand Mass notification system: Expand the existing system to cover more of our district borders.

Develop station plans for 92, and 95: Generate architectural design for satellite stations located at Chiwawa River and Nason Creek.

Complete implementation of standardized ICS Bluecard system: This goal is a firefighter safety issue and is **High Priority** .

Support

Develop a local civilian radio frequency for emergencies: This goal addresses the inability to communicate with residents during loss of cell service.

Improve maintenance feedback and tracking: Both short term and long term record keeping and communication for our fleet requires additional solutions. Include rig checks, annual inspections and mechanical failures.

Improve mechanic certifications. Continue increases in qualification to Master EVT certification and ASE Master Mechanic. **High Priority**

Develop facilities maintenance process: The lack of a dedicated facilities person requires LWFR to juggle tasks over 5 locations. A clear and common practice is needed.

Administration

Update Policies. Make accessible: Current policies are dated and limited to paper format. Use digital formats to make accessible to all personnel. In process.

SOG manual update: Standard operating guidelines are outdated, update along with policies. In process

Define PIO function. Internal and External com plan: The Department needs a formal PIO and defined messaging priorities and procedures.

Develop sufficient financial reserves for 6 months of operations: The threat of funding instabilities requires a healthy financial reserve. 6 months is a recognizable standard and allows for continuity between tax cycles.

Develop a Capital Station Fund: Funding is in process.

Move record keeping from paper to electronic: Improvements in tracking communication are needed. Reduction of the burden of archiving paper records also require prioritizing electronic record keeping.

Utilize electronic signature processes: Part of the transition to electronic accountability and communication.

Obtain record keeping software: In Process.

Make records Wemsis compliant: WA State requirement. In Process

Safety

Define and publish health and fitness program: While a program exists it is not fully defined and supported.

Define and expand mental health PEER support: A program has been started and needs to be updated. (

Station revisions to reduce cancer exposure: Build new or improve existing conditions at stations where firefighters may be exposed to fire, post fire, and environmental carcinogens. Reference “Healthy in Healthy out” **(High Priority)**

Prefire map all commercial properties: Update and digitalize mapping of commercial properties.

Improve mayday and tactical radio monitoring: This is a firefighter safety issue and originates from Rivercom’s inability to manage tactical communications. **High Priority**

Improve MDT (Mobile data terminal) capability: Tactical resource monitoring and dispatch is very limited and requires support from Rivercom.

EMS

Establish a written duty schedule: Create defined coverage and a viewable work schedule. Some progress has been made but not 24/7/365

Define Staffing Plan: Have a written plan that expresses how staffing will be accomplished and maintained.

Increase number and skills of EMT instructors: To improve EMS training more instructors are needed. We have increased to 4 instructors, more are needed.

Update department EMS policy: EMS policy is outdated and inconsistent with current practice and contracts.

Increase Q/A feedback for EMTs: Improve training and call feedback via MPD or EMS officer to improve skills and patient outcomes. After Action and MPD feedback has improved.

Increase skills and equipment via MPD approval: Encourage adoption of the full spectrum of EMT capabilities at regional and State level through the MPD processes available. Progress has been made. New BLS protocols are anticipated to help move us forward.

Improve EMS PIER work: With a PIO plan improve EMS specific Information, education, and relations.

Maintain regular CPR/First aid classes: Specific to public responders create a schedule and plan for training more community members in basic CPR/first aid skills. Instructors have been trained. Classes should start.

Capture all expenses related to EMS: The full impact of EMS on the Fire district should be fully quantified. All expenses from training to capital, to administration should be made visible.

Prevention

Prevention is a growing category and represents the districts ability to mitigate loss prior to emergencies. Prevention on a dollar to dollar bases is more cost effective than similar funds spent on emergency responses.

Support fuels reduction programs: Position LWFR to support fuels reduction on private and public lands around the district.

Support water infrastructure planning for fire flow: Local water districts need additional support to improve their infrastructure to provide adequate fire flow for development.

Improve critical roadway survivability in the event of wildfire evacuation or severe weather: Work crosses various landowners and will require a combined effort. Critical roads are identified in multiple plans. Efforts include clearing brush and snags back from roads to match flame length hazard and overhead gravity hazards.

Support County road standards for access and egress: Improving substandard roads within the fire district and during predevelopment is a county responsibility but LWFR can assist in multiple ways to support those standards.

Provide GIS training to staff. GIS remains the base skill for data and mapping utilized by LWFR and other agencies. Contracting remains impractical and having internal staff with the ability to manage a basic level of GIS competency is required.

Implement early educational engagement with school-age children: We have several programs that could be expanded and improved for consistency.

Support reopening Camp 12 road for evacuation: Camp 12 road was shut off in past years by DNR staff, placing an entire community at risk of burn over with only a single route of escape. Partnerships with WADNR and USFS are required to accomplish this community safety effort.

Provide and define support and structure of LWFAC: Re-examine LWFAC and optimize our support for best effect.

Expand the smoke detector program: There are opportunities to improve and expand our resident smoke detector program.

Expand the use of AI cameras in early notification: Identify additional sites and current blind spots to improve our AI camera umbrella “FireDome” level of early notification.



2025 Strategic plan Matrix			
Project	1-2 years	3-5 years	
Operations			
New Fire Station at 93 Hill Street property. Addressing: Maintenance, training, administration and response needs. (see Master Station plan)	X		In Process
Complete 5 year apparatus purchase plan	X		In Process
Develop 5 year wildfire truck plan	X	New	
Increase Fire/Rescue training and instructor qualifications	X		In Process
Increase AAR on more calls	X		In Process
Develop a tactical wildfire defense plan; identify PODS, critical infrastructure, defensive points and vulnerabilities within the district.		X	New
Hire fuels crew to assist in fuel reduction, community outreach/education and support initial attack.	X	New	
Develop 24 hour and daily coverage staffing improvements		X	New
Reorganize and fill two Deputy Chief positions	X	New	Completed
Build a centrally located facility that provides shelter and food for residents impacted during emergencies and supports command and control during emergency operations.		X	New In Process
Expand mass notification system.	X	New	
Develop station plans for 92, 95		X	New
Implement standard ICS program Bluecard	X	New	Completed

Support			
Develop local civilian radio frequency for emergencies		X	New
Improve Maintenance feedback/tracking		X	New
Improve Mechanic certifications		X	New
Develop facilities maintenance process	X		New
Administration			
Update Policies. Make accessible.		X	In Process
SOG Manual update		X	In Process
Define PIO function Internal and external com plan	X		
Develop sufficient financial reserves for 6 months of operations		X	New
Develop Capital Station fund		X	New
Move record keeping from paper to electronic	X		New
Utilize electronic signature processes	X		New
Obtain record keeping software		X	New
Make Records Wernsis compliant	X		New

Safety			
Define and publish Health and fitness program	X		New
Define and expand mental health PEER support	X		In process
Station revisions to reduce cancer exposure	X		
Prefire map Commercial properties.	X		New
Improve mayday and tactical radio monitoring		X	New
Improve MDT capability.		X	New
EMS			
Establish a written schedule	X		In Process
Define Staffing plan	X		
Increase number and skills of EMT instructors		X	In Process
Update EMS policy	X		
Increase Q/A feedback for EMTs	X		In Process
Increase Skills and Equipment via MPD approval		X	In Process
Improve EMS PIER work. Public information, education and relations		X	In Process
Maintain regular CPR/First aid classes	X		In Process
Capture all expenses related to EMS	X		New

Prevention			Partners
Support fuels reduction programs on private and public lands in and around the fire district	X	New	County, State, Feds
Support water infrastructure planning for fire flow	X	New	Individual Water Districts
Support County road standards for access and egress	X	New	Chelan County
Improve critical roadway survivability in the event of wildfire evacuation or severe weather.	X	New	WADOT, CC roads
Provide GIS training to staff.	X	New	
Implement early educational engagement with school-aged children.	X		In Process Cascade SD
Support reopening camp 12 road for evacuation	X	New	WA DNR
Provide and define support and structure for LWFAC	X	New	
Expand Smoke detector program	X	New	
Expand use of AI cameras in early notification	X	New	

