

King County Fire Protection District #27

Fall City, Washington



STRATEGIC PLAN

2022-2024

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Mission, Vision, and Values

King County Fire Protection District #27

Mission Statement

To Protect the Fall City Community by creating a safe community served by a professional and courteous team that strives to be prepared for any emergency.

A Mission Statement is a brief articulation of a unifying purpose for an organization and the direction in which it intends to move. Mission Formulation requires that the organization thoroughly examine its vision and itself, then answer four questions and identify its distinctive competence.

1. What does the organization do? That is, what customer needs or wants does it meet?
2. Who is the organization in business to serve?
3. How do we go about fulfilling these wants and needs?
4. Why does the organization exist?

Vision Statement

We strive towards a progressive, innovative, and dynamic fire district committed to delivering its services to the Fall City Community

This is a collaborative effort between management and labor to envision when the organization will be in the future.

Values Statement

We are putting our community first with Integrity, Dedication, and Respect.

Values that are widely shared among organizational members constitute organizational values and, as they become solidified and organized, these organizational values become the foundation of the organization's culture.

Environmental Scan

In order to properly formulate our strategic initiatives, it was essential to include both our external and internal customers. As a Fire District, we had feedback from our citizens (external customers) through a community survey that examined our current performance state and asked what improvements and future concerns need to be looked at to strengthen the Fire District. The District membership (internal customers) was asked to analyze the organization's strengths, weaknesses, opportunities, and threats (SWOT analysis). Both our external and internal customers identified many of the same areas of concern which allows the District to focus on the primary initiatives of this strategic plan.

A SWOT analysis meaning

Strengths: identify the organization's capability of providing the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths should be reviewed to evaluate the return on precious staff time.

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 challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress.

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.

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 early, an organization can hopefully anticipate, react, and minimize the impacts of various threats and challenges, before they become overwhelming.

Summary of SWOT Analysis:

- **Strengths:** - Leadership, Moral, New Equipment, Community Interaction, young department, volunteer program, training
- **Weakness** - Training, Funding, Community Involvement, young department, volunteer expectations, lack of health and wellness
- **Opportunities** - Shared Staffing, Training Consortium, ESR-BC, Community Outreach, Interaction with other agencies
- **Threats** - Stable Funding, Training Opportunities, Political Climate, Lack of Community Involvement

Summary of Community Survey Results:

- Some of the main concerns are continued funding of the District and funding sources.
- Updating of equipment and capital assets.
- Having highly trained personnel
- Continued to increase training of personnel
- Recruitment/Retention of Personnel
- Community involvement and information about the fire district to the residents.

The external customer survey and internal customer (SWOT analysis) results showed that funding was a top concern. The forward movement of the department does depend a lot upon the financial stability of the fire district.

Definition of Terms

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

- **Initiative** - The largest overarching element of a strategic plan 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 have been 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 Statement** - The description of the desired result of a goal or objective once accomplished.
- **Performance Metric** - The description of measurable improvement of a goal or objective once accomplished.

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 task team responsible for coordinating the effort to implement that objective.

Strategic Plan

Initiative 1: Funding Initiatives			
<i>Initiative Manager(s): FireChief</i>			
Goal: 1A Stabilize sustainable revenues (before the expiration of the M&O levy in 2024)			
Objectives	<ol style="list-style-type: none"> <i>1. Determine the feasibility, options, and potential revenues generated by alternative revenue sources</i> <i>2. Contingency planning if primary goals are not successful</i> <i>3. The continual search for grants and outside funding for equipment, programs, and capital purchases</i> 		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Board of Fire Commissioners</td> <td style="width: 50%;">Timeline: Short-term Task</td> </tr> </table>	Responsible: Board of Fire Commissioners	Timeline: Short-term Task
	Responsible: Board of Fire Commissioners	Timeline: Short-term Task	
	<p><i>Outcome 1: Identifying the best funding options and implementing options before the end of the M&O expiring in 2024.</i></p> <p><i>Outcome 2: Identifying Contingency Plans if primary options are not successful</i></p> <p><i>Outcome 3: Grants and outside funding for equipment, programs, and capital purchases, decreasing the operational budget strain.</i></p>		
Goal: 1B Identify sustainable future staffing options			
Objectives	<ol style="list-style-type: none"> <i>1. Quantify the financial and operational impacts of any future positions</i> 		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible: Fire Chief</td> <td style="width: 50%;">Timeline: Mid-Term</td> </tr> </table> <p><i>Outcome: Before approving additional positions, an assessment would need to be accomplished based on the funding and operation needs of the District.</i></p>	Responsible: Fire Chief	Timeline: Mid-Term
Responsible: Fire Chief	Timeline: Mid-Term		

Initiative 2: Operational Planning/Policy & Procedure			
<i>Initiative Manager(s): Fire Chief</i>			
Goal: 2A	Operational planning that guides the District throughout the year.		
Objectives	1. <i>Create Operational plans that allow the District guidance on short and long-term goals and projects.</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Board of Fire Commissioners and L&M Committee</td> <td style="width: 50%;">Timeline: Continual</td> </tr> </table>	Responsible: Board of Fire Commissioners and L&M Committee	Timeline: Continual
	Responsible: Board of Fire Commissioners and L&M Committee	Timeline: Continual	
<i>Outcome: Allows the District to monitor the progress of goals and objectives within the Strategic Plan with continual planning of setting future goals and objectives.</i>			
Goal: 2B	Policy and Procedures of the District.		
Objectives	1. <i>The continued development of policy and procedures implementation due to current codes, standards, and laws.</i>		
	2. <i>Review of current Policy and Procedures annually to update if needed</i>		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Board of Fire Commissioners / L&M Committee</td> <td style="width: 50%;">Timeline: By the end of 2023</td> </tr> </table>	Responsible: Board of Fire Commissioners / L&M Committee	Timeline: By the end of 2023
	Responsible: Board of Fire Commissioners / L&M Committee	Timeline: By the end of 2023	
<i>Outcome 1: Development of Policy and Procedures to reduce the liability of the District and to have written standards within the District.</i>			
<i>Outcome 2: Provides written direction to the Board of Fire Commissioners, Administration, and Field Staff.</i>			
<i>Outcome 3: To make sure that all current Policy and Procedures are updated to reduce the liability within the District.</i>			

Initiative 3: Training Standards/Professional Development

Initiative Manager(s): Deputy Fire Chief

Goal: 3A *Implement an effective and efficient Fire/EMS Training Program for career and volunteer personnel.*

Objectives

1. *Continued effort for a standardized training program for both career and volunteer members of the fire department.*
2. *Evaluate different training program opportunities for all district members*
3. *Evaluate the Volunteer Recruit Academy training and sign-off program to increase the operational readiness of the volunteer program.*

Responsible: L&M Committee/Volunteer Members

Timeline: Short Term

Outcome 1: Required annual training for all volunteer and career personnel is met every year.

Outcome 2: Identify additional training needs for the future in order to have a successful training program for all district members.

Outcome 3: Continual improvement of the Volunteer Recruit Academy to create a standard for all of our volunteers to be highly trained and successful

Goal: 3B *Create a Professional Development Program (PDP) for all members of the department*

Objectives

1. *Research best practices, standards, and curriculums and the evaluation of the effectiveness and updates of the PDP*
2. *Develop a budget for the initial and ongoing PDP for personnel*
3. *Develop a mentorship program and continued education for a PDP*

Responsible: L&M Committee

Timeline: By mid-year 2023

Outcome 1: Identify a contemporary and valid PDP for official adoption.

Outcome 2: Funding to support PDP needs of personnel

Outcome 3: A mentorship program that allows future firefighters/officers succession planning within the District.

Initiative 4: Interoperability with Allied Agencies		
<i>Initiative Manager(s): Deputy Fire Chief</i>		
Goal: 4A <i>Identify and Explore Regionalization options.</i>		
Objectives	<i>1. Begin informal/exploratory efforts for intergovernmental partnerships with neighboring jurisdictions.</i>	
	Responsible: Deputy Fire Chief	Timeline: By the end of 2025
	<i>Outcome 1: Would identify or eliminate potential agencies from considerations.</i>	
	<i>Outcome 2: Would allow partnerships for training opportunities</i>	
		<i>Outcome 3: Would strengthen relations with other agencies to benefit all involved.</i>
Goal: 4B <i>Evaluation of Shared Staffing program</i>		
Objectives	<i>1. Evaluation of the Shared Staffing Program to look at any possible modifications or expansions of the program</i>	
	Responsible: L&M Committee	Timeline: By the end of 2023
	<i>Outcome: Strengthen shared staffing opportunities to benefit all agencies involved by evaluating the current program and looking at any improvements if needed.</i>	

Initiative 5: Community Outreach			
<i>Initiative Manager(s): Fire Chief</i>			
Goal: 5A <i>Identify and Explore Community Outreach Programs.</i>			
Objectives	<ol style="list-style-type: none"> 1. <i>Improve community involvement by exploring programs and events within the community that the Fire District can participate.</i> 2. <i>Make sure that the community is aware of our programs and events.</i> 		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Fire Chief</td> <td style="width: 50%;">Timeline: By the end of 2023</td> </tr> </table>	Responsible: Fire Chief	Timeline: By the end of 2023
	Responsible: Fire Chief	Timeline: By the end of 2023	
<p><i>Outcome 1: Increase relations with outreach programs, like CERT, BSA, GSA, or any programs that increase the Fire Districts' relationship with the community.</i></p> <p><i>Outcome 2: Look at a fire department community newsletter or put articles into the Fall City Community newsletter on events or accomplishments of the fire district.</i></p>			
Goal: 5B <i>Improve public education and delivery programs</i>			
Objectives	<ol style="list-style-type: none"> 1. <i>Evaluate and conduct a needs assessment on public education and target audience within the District.</i> 2. <i>Develop an annual budget to be able to fund public education programs</i> 		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Responsible: Officers</td> <td style="width: 50%;">Timeline: By mid-2023</td> </tr> </table>	Responsible: Officers	Timeline: By mid-2023
	Responsible: Officers	Timeline: By mid-2023	
<p><i>Outcome: Increase the public awareness of fire prevention, injury prevention, and community risk reduction.</i></p>			

Letter from the Union



Fall City Professional Firefighters IAFF Local 2878

March 9, 2022

Citizens of King County Fire District 27, Chief Culp, and Board of Commissioners

The members of IAFF Local 2878, who work in Fall City, would like to acknowledge the positive steps being taken to improve our organization through this strategic plan as proposed. Our members have a strong interest in the success of our organization for many reasons. Of course, we are employed here, but our investment in our community goes well beyond a personal financial outlook. All of your professional firefighters within KCFD27 began as volunteers. They all developed a passion for this trade, whether it was something they knew they wanted from the start, or along the way they discovered the enjoyment of helping people and simply chose to take a chance at making this their vocation.

We believe in a progressive fire district that strives to put its community first through training and education of the firefighters that serve you. We are stakeholders on several levels and have a vested interest in the long-term health of the fire district. We have demonstrated this with our daily efforts to provide high-quality care and service to our community and have repeatedly led the way on larger projects when the district was in need of community support for essential funding issues. We appreciate the opportunity in providing input on this plan and view it as a step towards improving cohesiveness of our interdependent relationship.

Firefighting is a blue-collar trade that requires hours of competent training in order to remain sharp in skill and ready to serve. Being that we are dedicated and proud to serve the citizens of Fall City and our district, we will continue to support any direction our district takes that is progressive, pro-training, and helps us all fulfill our mission to the oath we swore. The strategic plan put forth by the Fire Chief, is a step in the right direction that provides an outline that allows us to remain progressive as we focus on the future. Your Fall City Professional Firefighters IAFF Local 2878 support this strategic plan.

A handwritten signature in black ink, appearing to read 'Dane Brookshear'.

Dane Brookshear
IAFF Local 2878
Vice President

A handwritten signature in black ink, appearing to read 'Parker McKinnon'.

Parker McKinnon
IAFF Local 2878
Shift Representative

Letter from the Fire Chief



King County Fire Protection District #27

4301 – 334TH PL S.E. ◊ P.O. BOX 609 ◊ FALL CITY, WA 98024

OFFICE: (425) 222-5841 ◊ FAX: (425) 222-4566

www.king27fire.com

March 14, 2022

To the Citizens of the Fall City Fire District, Board of Commissioners, and Members;

As the Fire Chief of King County Fire Protection District 27, the work that went into this Strategic Plan will guide our Fire District for the next three years. Thank you to our community and our membership for their involvement in the Strategic Planning process. This process is essential to the continued movement of the District to focus on specific goals and their outcomes. The goals and outcomes identified will allow us to be financially stable, continue an increase in our members' professional development and training, and increase our visibility within the community.

Over the past year, we have begun a journey that will lead us to a new future. Part of this journey was identifying our Mission, Vision, and, Values Statements. Our vision is to be a progressive, innovative, and dynamic fire district committed to delivering its services to the Fall City Community. In doing so, it is up to us to have goals and outcomes that explain how we will approach the Fall City Community for their continued support. As quoted by Pete Johnson, "Strategy is a style of thinking, a conscious and deliberate process, an intensive implementation system, the science of insuring future success."

Thanks to the Board of Fire Commissioners, our career and volunteers members, and the community members for their participation and support because without everyone involved, we would fail. The exciting part is to take this Strategic Plan and make it a reality.

Sincerely,

Alton Brian Culp
Fire Chief

Appendix A - Resolution Adopting the Plan

KING COUNTY FIRE PROTECTION DISTRICT NO. 27

RESOLUTION NO. 2022-01

A Resolution to Adopt a New Three-Year Strategic Plan for King County Fire Protection District No. 27 for Fiscal Years 2022 - 2024

WHEREAS, the Board of Commissioners of King County Fire Protection District No. 27 has created a Strategic Plan to define the direction of the Fire District; and,

WHEREAS, the Strategic Plan was completed through collaborative efforts between internal and external participants to obtain implementation information.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of King County Fire Protection District No. 27 that the 2022 - 2024 Strategic Plan is hereby adopted.

ADOPTED, this 14th day of March 2022 at an open public meeting of the Board of Commissioners for King County Fire Protection District No. 27, the following members being present and voting:



ATTEST:

Melinda Wall
Melinda Wall, Board Secretary
King County Fire Protection District No. 27

Daniel Meredith
Daniel Meredith, Chairman

Lilly Hansen
Lilly Hansen, Commissioner

Eric Hollis
Eric Hollis, Commissioner