

# Everett Fire Department *Washington*



## **Strategic Plan 2013** *Winter 2013/2014*





## Table of Contents

**Acknowledgements.....ii**

**Planning Methodology.....3**

**Mission, Vision, and Guiding Principles.....26**

**Environmental Scan .....28**

**Definition of Terms .....32**

**Strategic Plan.....36**

**Appendix – Citizen Forum Feedback .....56**

**Timeline .....57**



## 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 Everett Fire Department (EFD).

A key project component is input provided by a cross-section of the community served by EFD. 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:

### Community Focus Group

- Fred Breedlove, Red Cross
- Tom Dickson, Boeing Deputy Fire Chief
- Lee Gresko, Red Cross
- Lonnie Hendrix, Boeing Deputy Fire Chief
- Roger Hoot, Boulevard Bluffs Neighborhood
- Katrina Lindahl, Riverside Neighborhood
- Susan Neely, Snohomish County Council
- Art Olson, Pinehurst Neighborhood
- Mary Schoenfeldt, Everett Emergency Management
- Bob Strickland, RHS Associates
- Yolhlo Toscano, Westmont/Casino Road Neighborhood
- Ben Zarlingo, Silver Lake Neighborhood
- Bonnie Chambers, Red Cross
- JT Dray, Northwest Neighborhood
- Victor Harris, Everett Central Lions Club
- Tina Hokanson, Evergreen Neighborhood
- Nancy Johnson, Imagine Children’s Museum
- Bill Murray, Evergreen Security
- Kinuko Noborukawa, Communities of Color Coalition
- Theresa Quinn, Communities of Color Coalition
- Joyce Stewart, Red Cross
- Sue Strickland, Downtown Everett Assoc.
- Bo Tunestam, Communities of Color Coalition



The Department’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. Labor and management participated fully and without silent disbelief. As a facilitation strategy, the fire chief and union president reserved comment on issues until other members of the organization spoke so as not to influence discussion or perspective. ESCI would like to thank and acknowledge Chief Murray Gordon and Union President Paul Gagnon for their commitment to the process and the leadership they modeled.

**Internal Planning Team**

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OFFICE OF THE MAYOR

Ray Stephanson  
Mayor

January, 2014

City council and community members –

On behalf of Chief Murray Gordon, I am pleased to present to you our strategic plan for the Everett Fire Department. This plan establishes the department's goals and strategies for the next 3-5 years, and will guide our future efforts as we continually strive to provide the best service possible to the city of Everett.

We developed this plan in cooperation with our firefighters and the community they serve. Public safety has always been my top priority as Mayor, and I know that you share my commitment to providing exceptional fire and aid services to our citizens.

Our firefighters take their responsibility to protect and serve our residents very seriously, and they are always mindful of the trust that has been placed in them. Our goal is to be good stewards of that trust and of the resources that we've been given, and to continually seek to do our jobs as efficiently and effectively as we can.

With that in mind, the fire department began the strategic planning process in 2013. This plan incorporates input from the community, including business owners, our neighbors and other city staff. My hope is that this strategic plan will be the start of an ongoing dialogue with you and our community partners as we make progress toward the goals outlined in this document.

Chief Gordon and I appreciate your thoughts, suggestions and feedback to the strategic plan.

Thank you for your continuing support of our fire department.

Sincerely,

  
Ray Stephanson  
Mayor

CITY OF EVERETT • 2930 Wetmore Ave., Suite 10A • Everett, WA 98201 • 425-257-8700 • Fax 425-257-8729



## ***FIRE DEPARTMENT***

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Dear Citizens of Everett and City Council members:

The Everett Fire Department Strategic Plan is the result of a collaborative effort between administrative staff, IAFF local 46 members and representatives from our community. As Fire Chief, I am very pleased with the development of this roadmap to the future of our department.

The plan is not the destination; it is the way to help us get where we need to be. The implementation of goals and strategies identified in the plan will help us move forward with our commitment to provide the City and its citizens with exceptional and efficient service.

Our mission remains the same: The Everett Fire Department is a community-based emergency service provider dedicated to public safety and quality of life.

The support of the City, the community and our personnel is critical to our goal and we appreciate all the effort that has gone into the development of this plan.

There will be more work to do as we move forward. The plan is an ongoing process and will be reviewed and updated along the way. Your input, suggestions and feedback is vital to our success and very much appreciated.

Sincerely,

Murray Gordon  
Fire Chief



## Planning Methodology

*“Plans are only good intentions unless they immediately degenerate into hard work.”*  
– Peter Drucker

As the quote above suggests, a plan does not change anything if not followed by immediate action to implement it. But 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 commitment to professionalism and set the path toward future success.

The approach taken in this planning process includes an in-depth environmental scan from three perspectives – the elected officials; the community being served; and the internal fire department staff, including line, management, and support positions. The feedback from each of these areas is summarized below.

### The Elected Officials

All but one of the elected officials for the City of Everett was interviewed by the ESCI team on the first day of the site visit. The council members were interviewed in small groups. The common perspective they shared was that the community has tremendous pride and respect for its fire department, and the council places a high value on the service provided by the fire department. The council has pride in the way the fire department conducts itself in providing its core services to the community and in the image the fire department projects to the community while performing those services.

Many council members also expressed concern or frustration that the economy places the city in a difficult position of choosing what will be funded and to what level, given that the community also values keeping their taxes in check. Some council members expressed consternation at the conflict with labor and how that conflict is occasionally aired in public. Most council members interviewed admitted that they were often confused at data being provided to them – some by fire management and some by fire labor – which appear to either be in conflict with each other or use different data sources to draw different conclusions. Thus, council does not know how to turn the data into any sort of course action. The result is typically status quo.



The greatest threat facing the city, and therefore the fire department, is a \$12 million budget shortfall and unabated pension costs. Those council members expressing an opinion regarding a preferred future stated that, given the backdrop of the difficult fiscal picture, “labor and management must recalibrate for the 21<sup>st</sup> century.” They went on to state that if a recalibration took place, the future might indeed be bright and sustainable.

### *The Community*

Over fifty citizens of the City of Everett were invited to attend a two-hour citizen forum with the ESCI Team to respond to a structured survey. Of those, twenty-four attended representing neighborhoods, non-profit organizations, businesses, other local governments and elected officials, allied agencies, and citizen-activists. The experiences and perspectives of those in attendance varied widely, but the purpose of the session was to determine what the community knew of its fire department, as well as what their priorities were. No prior knowledge or expertise was required or expected.

The session started with the fire chief providing a short overview of the way the fire department is structured, the services it provides, how it delivers the service, and the challenges the fire department faces. The attendees were given an opportunity to ask clarifying questions of the fire chief before the actual surveying began. It is important to note that the Everett Fire Department (EFD) Union President was also in attendance as a process observer.



Feedback was solicited via the survey regarding:

- The appropriateness of the current mission, vision, and guiding principles
- A discussion of taxes, resource deployment, response times, service demand trends, and customer service
- Expectations, concerns, and organizational strengths
- Current service priorities
- Planning element priorities
- Cost, staffing, and response performance

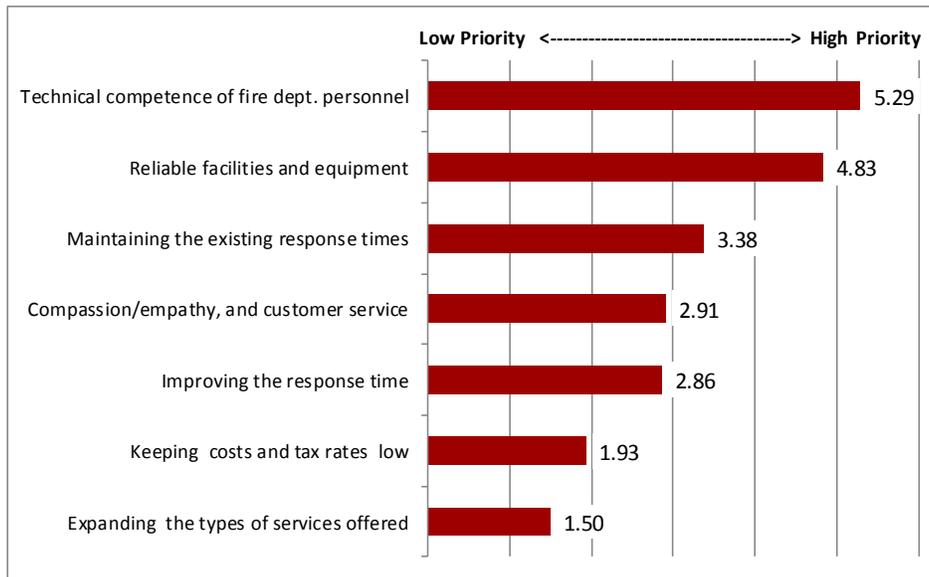
The forum participants were asked to fill out several survey instruments pertaining to how they believe EFD should plan for the future. The following topic areas were listed by the citizen forum participants with the number of participants agreeing with the comment in parentheses:

- Community services (injury prevention programs) should be outsourced (4)
- Funding should be via bonds and levies exclusively (3)
- Maximize current revenues – taxes are burdensome to taxpayers (1)
- More community services should be provided (2)
- New fiscal tools should be provided in taxes, not fees (2)
- Increase emphasis on self-help during a disaster (1)

The following graphs illustrate the planning priorities the respondents believe the fire department should focus on in priority order.



**Figure 1: Citizens Forum Planning Priorities**



The planning priorities were presented as a forced ranking of costs, response times, training, and customer service, among other dimensions. The respondents assigned a value to each of the dimensions given them. The scale allows the respondents to assign the highest value to the most important dimension (a seven), a value of one to the lowest priority dimension, with no value given to dimensions a respondent did not feel was an appropriate priority. There were several respondents who opted not to score the “Expanding the types of services offered” dimension, indicating no interest in seeing services expanded. Respondents were also given the opportunity to add a dimension where he/she felt one was missing. None of the respondents added a dimension to the planning priorities.

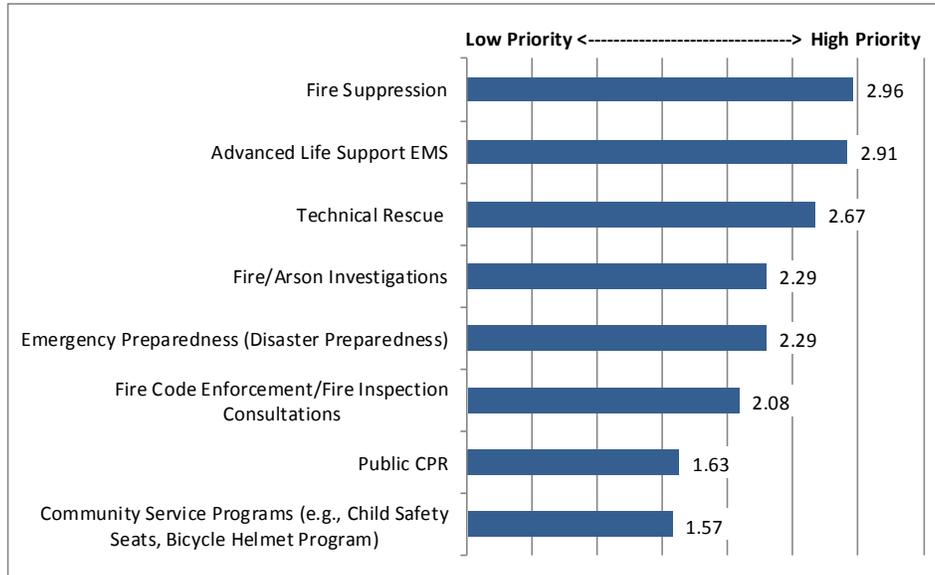
The citizen forum participants prefer a high state of readiness to respond to emergencies and satisfaction with the existing response times provided by the department. The remaining dimensions were given a relatively lower value. During discussion, it was clear that that compassion and empathy were assumed values by incumbent personnel, so was not a concern. There was high satisfaction with the current response times and the services provided, so there was no strongly held belief that response times needed to be improved or new services offered, nor was there a belief that keeping the cost low was an over-riding concern. This should not be viewed as endorsement of increased costs, but simply that maintenance of existing services and response times are valued higher than keeping the costs low.

The citizens represented were then asked to identify the most important functions and services the fire 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 three reflects the highest priority. The following chart describes the service priorities.

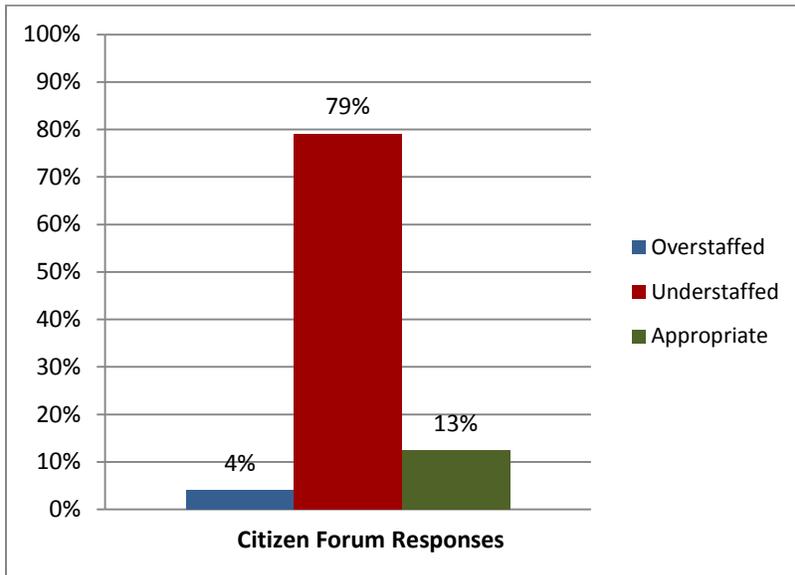
**Figure 2: Citizens Forum Service Priorities**



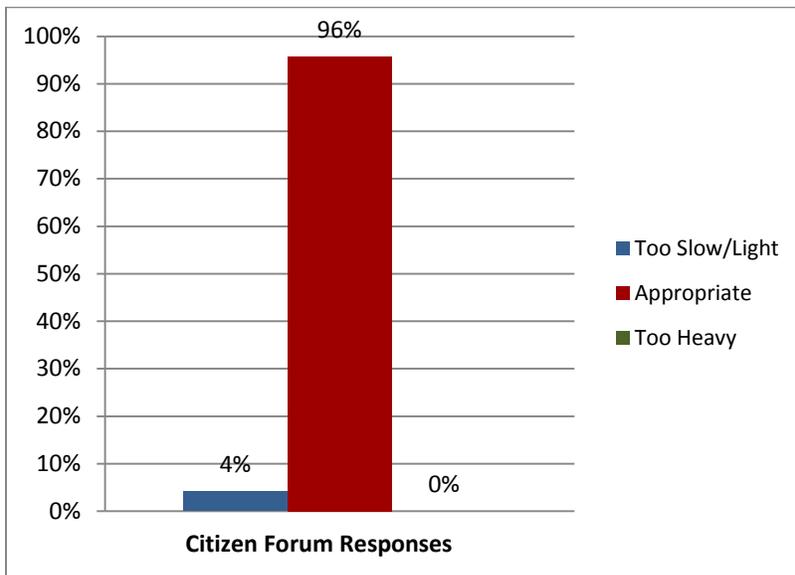
It is clear that the citizens prioritize emergency response services above all other services. This is not to say they do not value the other services, although some commented that community service programs could be outsourced to private or non-profit organizations. Finally, the forum participants were asked to rate and compare the cost of service, response performance, and staffing. The following charts describe the views of the forum attendees.



**Figure 3: Forum Opinion of Staffing Level**

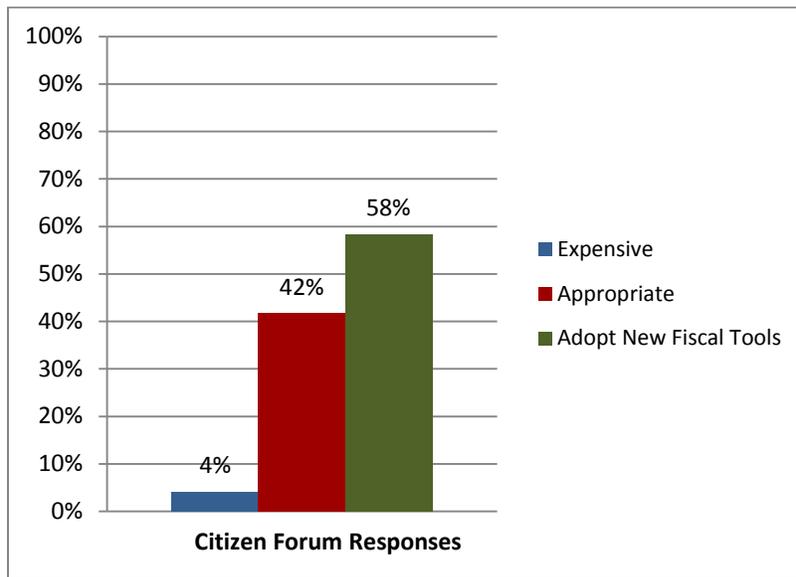


**Figure 4: Forum Opinion of Response Level**





**Figure 5: Forum Opinion of Cost of Service**



The vast majority of the forum participants stated that the EFD is understaffed, that the response level is appropriate, and that the funding level was appropriate or that new fiscal tools needed to be adopted to provide for greater staffing and support of the existing services provided by the Everett Fire Department. It is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be an accurate predictor of similar results of a broader survey or an actual election to increase taxes. It is a reflection of the opinions of those in attendance, armed with some background information about the EFD’s service delivery system and the challenges and limitations it faces. This result reinforces ESCI’s assertion that community outreach provides the opportunity to provide the same background information about EFD’s service delivery system and its limitations to the broader community.

A summary of the written comments from the attendees of the citizens forum are compiled in the appendix to this report.



The Internal Fire Dept. Staff

Prior to arrival on site, a survey instrument was administered to the fire department. The survey is a standard instrument used by ESCI to gauge the internal dynamics and environment of the fire department, which helps tailor the process to the organization once the planning workshop begins. The following are the results of the survey instrument displayed graphically.

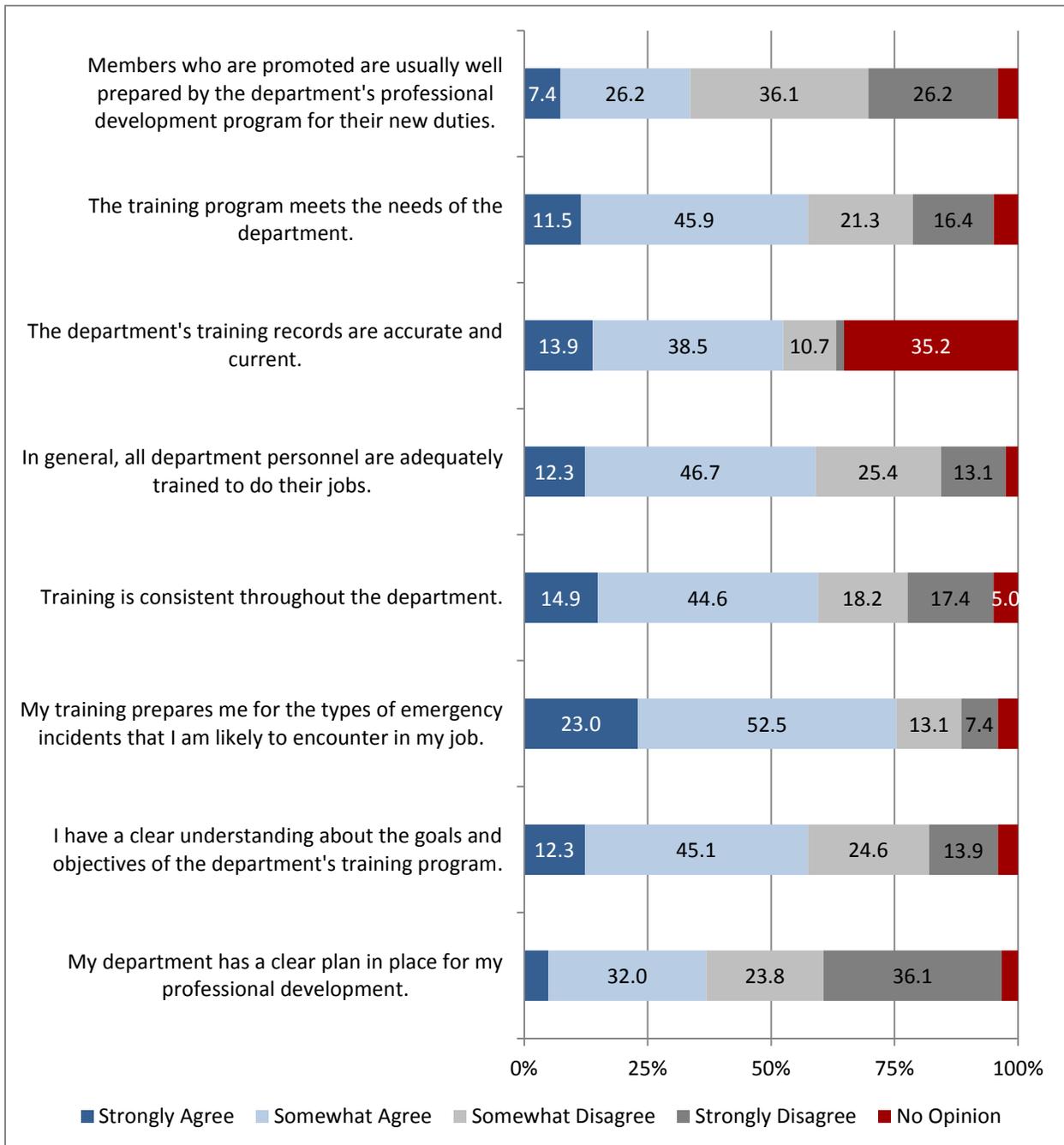
**Figure 6: Respondent Demography**

Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service.</i>	
Three to ten years	8%
Ten to twenty years	43.2%
<b>More than twenty years</b>	<b>48.8%</b>
<i>Total Years of Service at EFD</i>	
Three to ten years	15.9%
<b>Ten to twenty years</b>	<b>50%</b>
More than twenty years	34.1%
<i>Current Position</i>	
Support Staff	9.8%
Company Officer	24.6%
<b>Line Staff</b>	<b>58.2%</b>
Command Staff	7.4%

Of the 177 personnel who make up the EFD, 128 responded to the survey, which is 72.3% of the organization. The distribution of the respondents indicates that the vast majority, 82.8%, are currently assigned to engine companies, ladder companies, and medic units providing direct emergency response service to the community. The experience and tenure of those responding is significant, indicating an older, established fire department with little turnover. It also indicates a very low growth rate over the last decade.



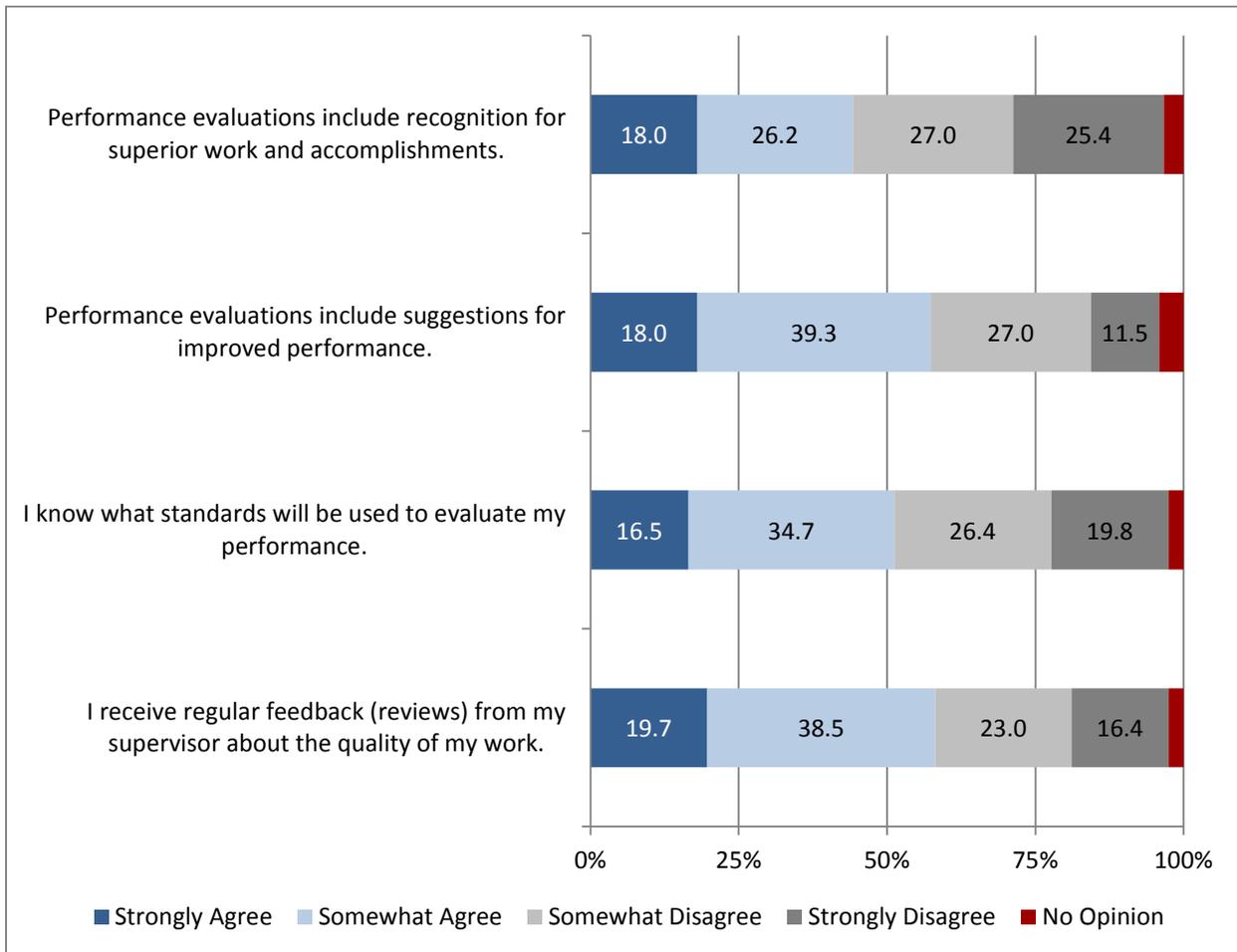
**Figure 7: Training and Professional Development Opportunities**



The training division appears to be a positive example of what is working well within the department. Numerous respondents commented positively about the training program, training delivery and the training leadership. Many would like to see additional training opportunities, which is a sign of a healthy desire to achieve the highest levels of excellence in the technical aspects of the profession.



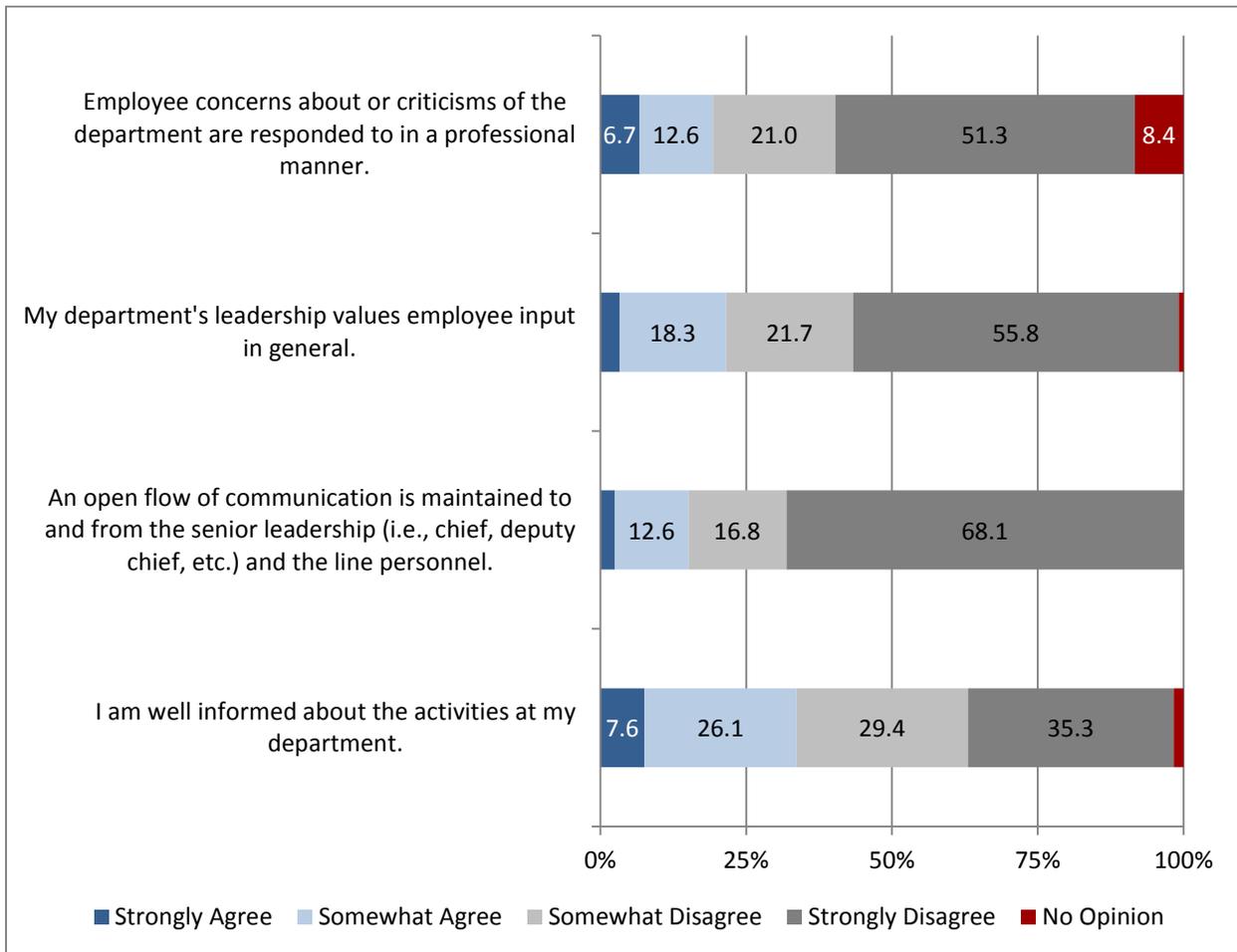
**Figure 8: Performance Reviews**



Responses to the performance review survey question reveal a variety of opinions about the value of the evaluations. Summarizing the written responses beyond the criteria in the above figure, it appears that the current evaluation process is limited in value with many respondents stating that it is not specific enough to guide any need for improvement. Some feel their supervisors are not qualified or motivated to effectively evaluate performance and that the process is more of an exercise in paper pushing. Others feel the process provides valuable feedback, but would like to see the feedback occur more frequently, even if informal.



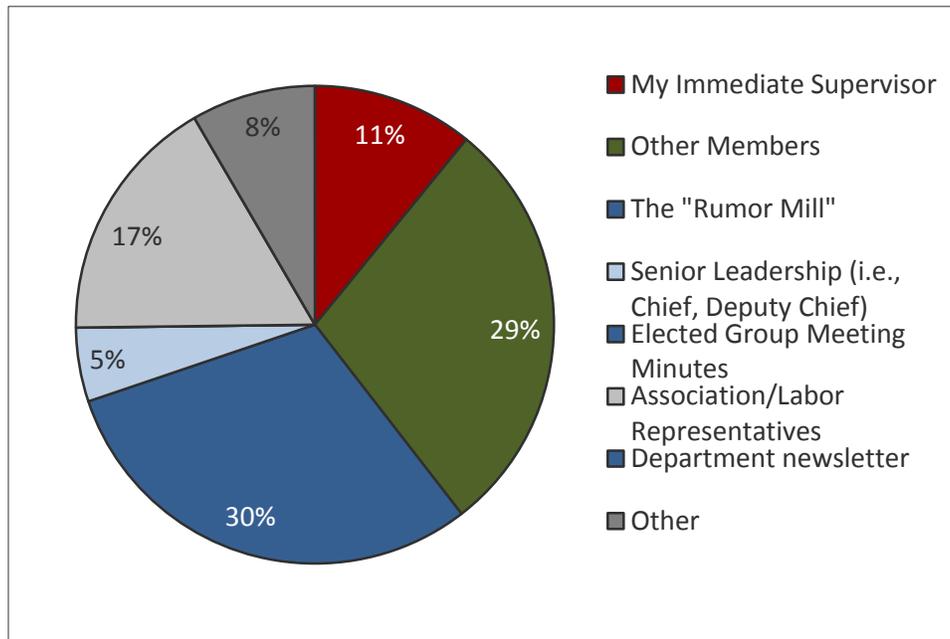
Figure 9: Communication



This survey component belies a significant schism in communication between management and the line staff. While it is not unusual for fire departments to feel that communication could be improved given the decentralized nature of the service, this is a substantial area of concern by the department and one which must have deliberate effort by management to improve. This is an area which should be addressed in the strategic plan as a tangible process for improved two-way communication. Labor leadership has a role in this communication as well, helping the rank and file members to set aside past grievances in favor of a preferred state of open communication between the line and management. Open communication can only continue in an environment conducive to sustained, constructive dialogue.



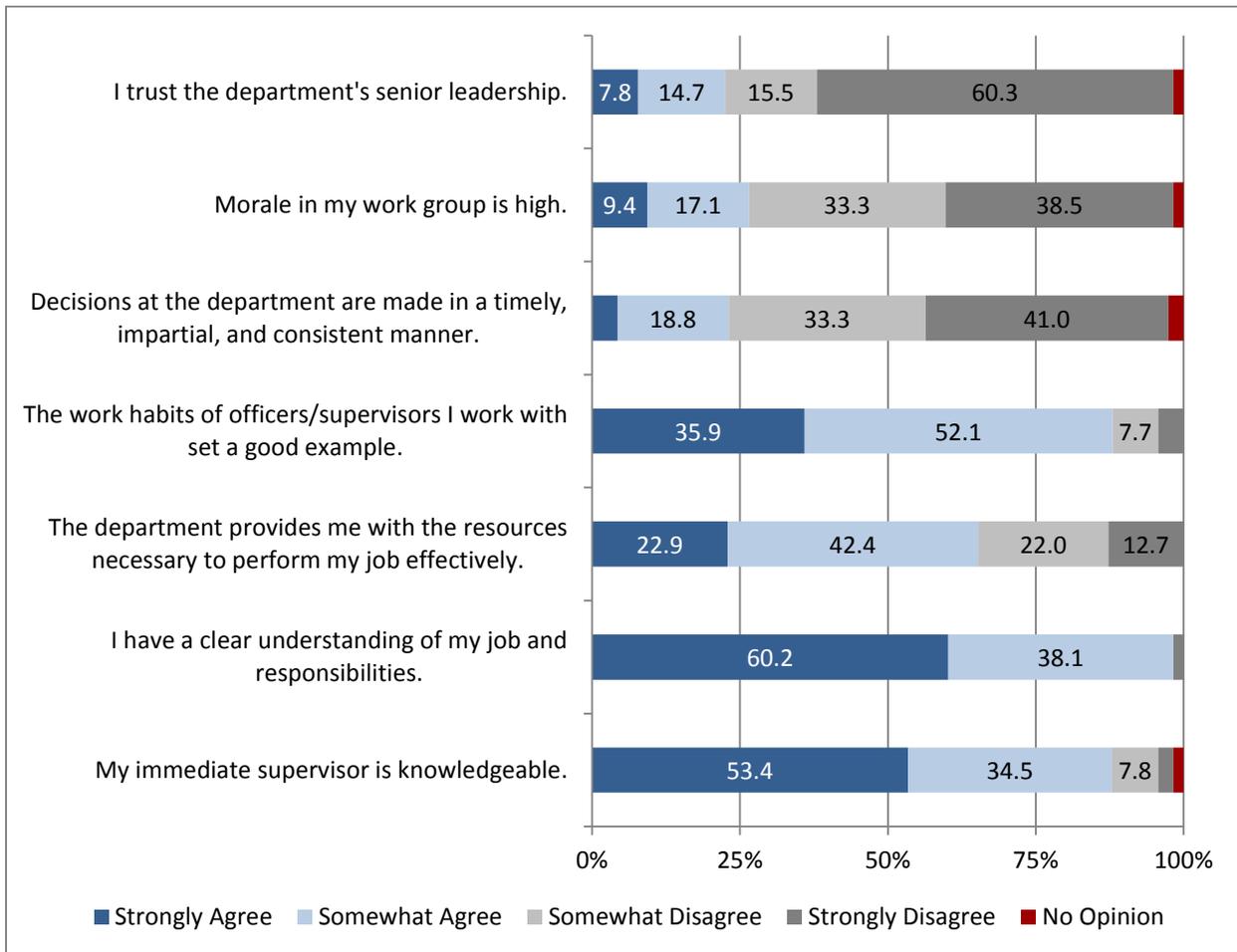
**Figure 10: Sources of Information**



Responses to this survey question continue to reflect upon the communication process within the department. While it is perhaps acceptable to not rely primarily upon senior leadership for information, it should be among the top sources for official information. The fact that only 5% of the respondents rely significantly upon senior leadership for their official information is a serious gap. Combining that gap with a heavy reliance upon “the rumor mill” as the most dominant source of information creates a potential for an organization to experience serious decline. Developing a clear, frequent and timely communication process to deliver official information must become a high priority for the organization.



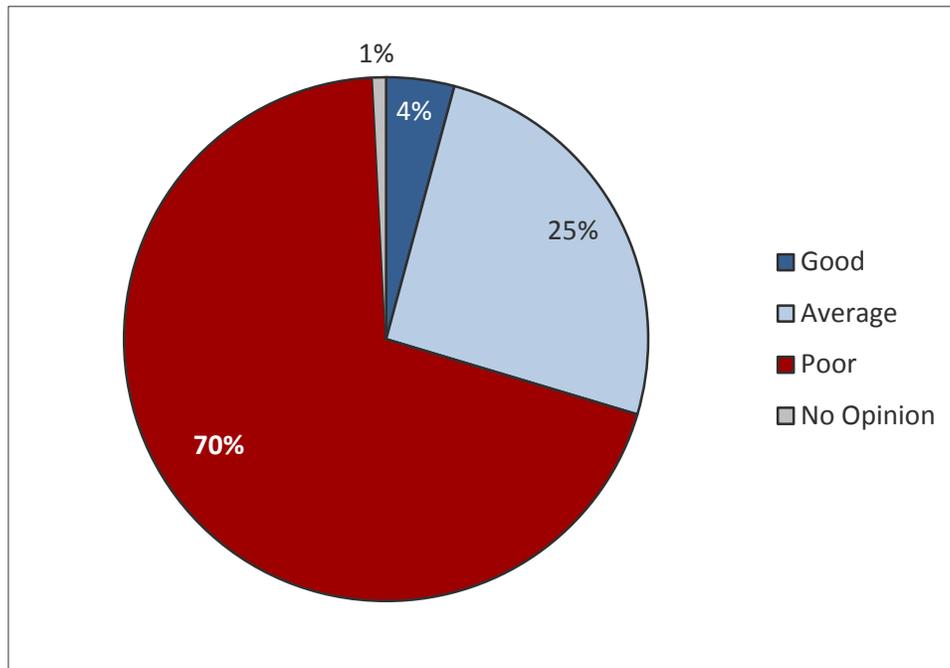
Figure 11: Work Environment



The work environment is a subjective but nonetheless important aspect of an organization’s cultural climate. Given the previous responses to communication, it is perhaps not surprising that trust is low in the management of the department. Predictably, the closer one gets to their immediate supervisor, the higher the trust level. The above figure reflects that. If communication is lacking or ineffective, trust is eroded. If trust is eroded, morale declines. Line personnel removed from the decision-making process begin to feel disenfranchised and no longer assume positive intent by management. However, line supervisors are separated from this downward decline in the minds of those supervised and are given the benefit of the doubt, assumed to be the same “victims” of ineffective communication as the rest of the line personnel. Thus, scores are high for immediate supervisors and low for management.



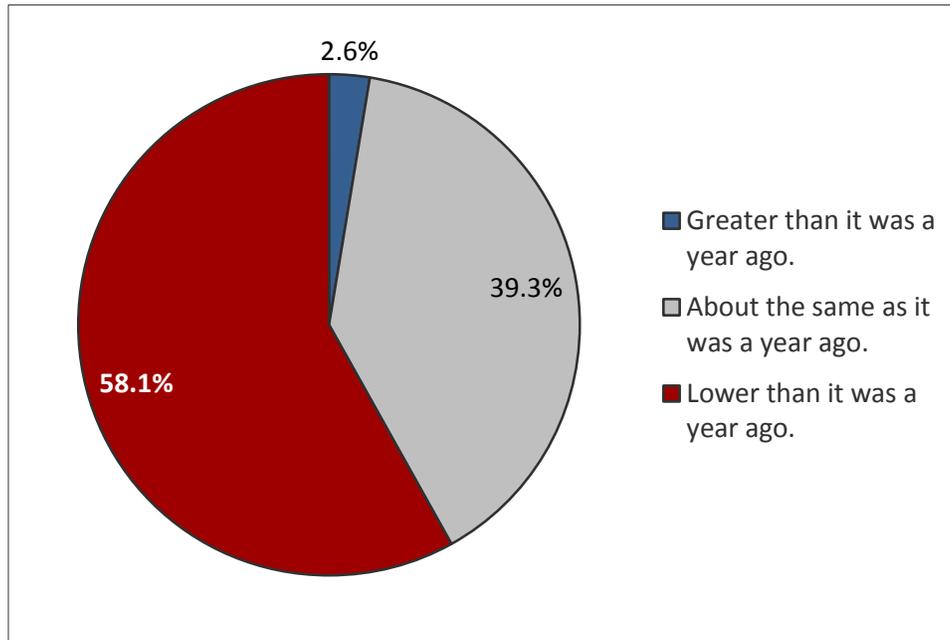
**Figure 12: Perceived Morale**



Morale is most often the intangible “feeling” one uses to describe their state of satisfaction in the work environment. As discussed under the previous graphic, this can be partially tied back to an ineffective communication process between line and management. Other factors, such as insufficient resources to perform the jobs effectively, also play a significant role in morale. However, ineffective communication appears to be a key management-controllable factor in worker satisfaction.



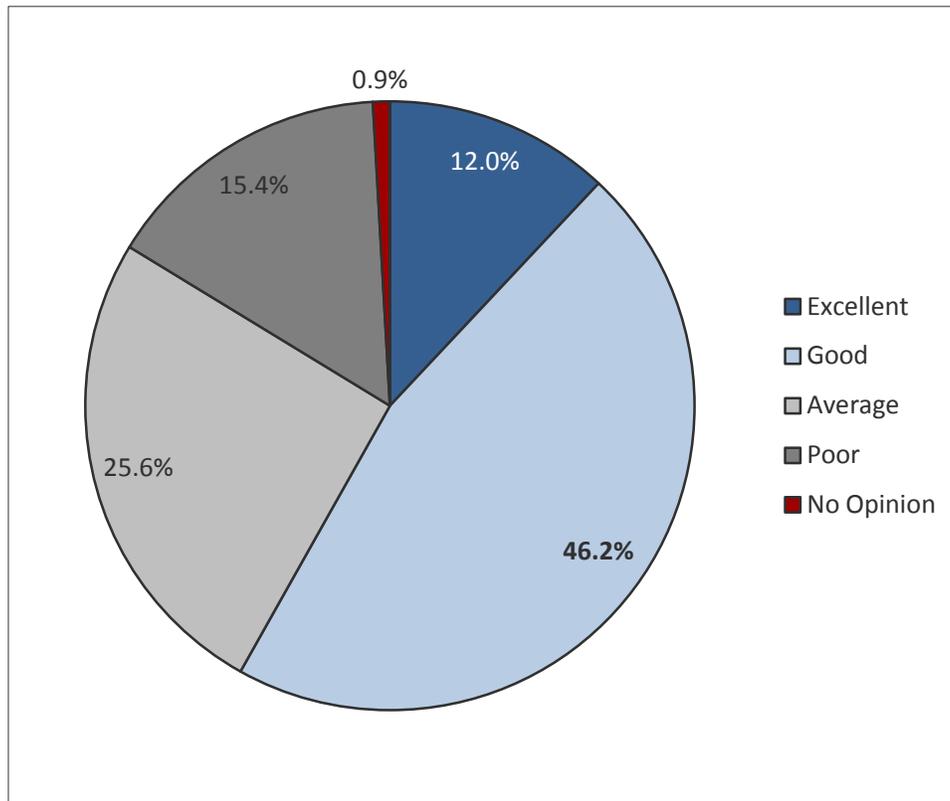
**Figure 13: Complete the following statement:  
Overall, employee morale at Everett Fire Department is....**



Again, morale is commented upon by the respondents. In this case, the gauge is to determine whether it is at a steady state, declining, or improving. In this case, it appears to be declining by the majority of respondents. A significant percentage of the work force believes morale is the same as it was a year ago. If morale is seen as low but steady, it eventually will be seen by many as declining over time simply due to morale fatigue.



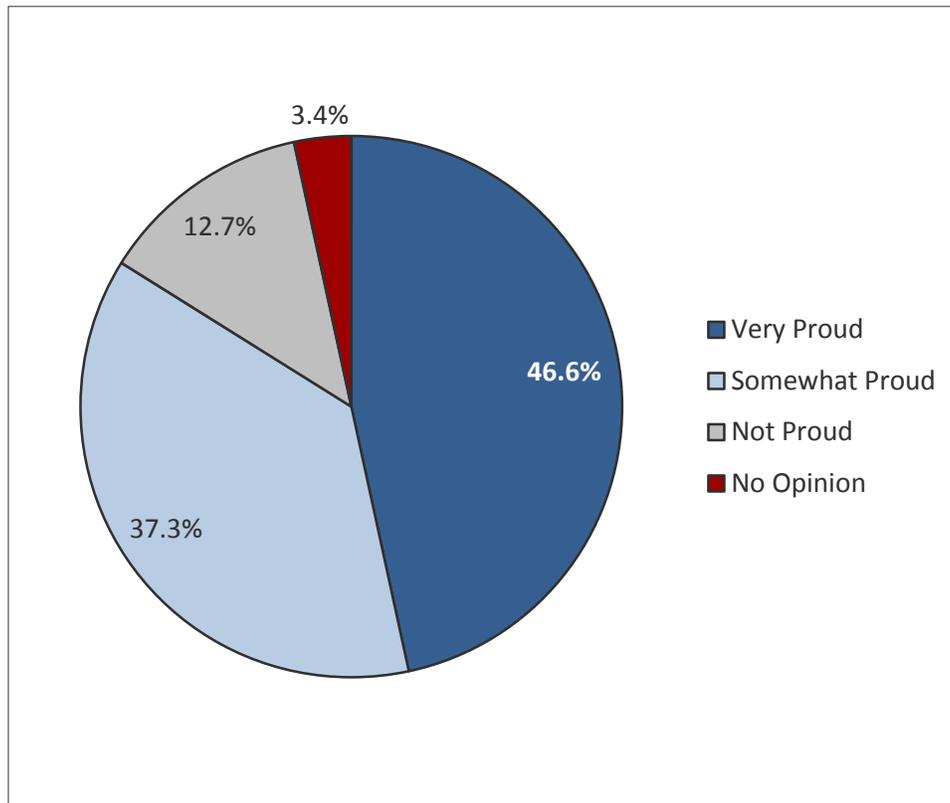
**Figure 14: Personal Work Environment**



This survey question focuses on the work environment of the individual. Responses to this are more reflective of the immediate surroundings of the employee and the relationship with their immediate supervisor. The responses in this dimension are mostly positive, indicating that the “micro” work climate is good or excellent for the majority of the respondents (58.2%). In 41% of the respondent opinions, their personal work environment is average or poor, indicating that some may be coloring the entire work place as neutral or negative due to the “macro” work climate. This can be exacerbated by informal venting sessions in the workplace, where each employee attempts to out-do the others in expressing how bad things are. This is a common trait in the fire service. These sessions tend to become cancerous, however unintended, resulting in an even greater decline in morale. This continuously negative loop can destroy an organization from within if left unchecked. Front line supervisors play a key role in stopping these sessions or redirecting these sessions toward more constructive pursuits.



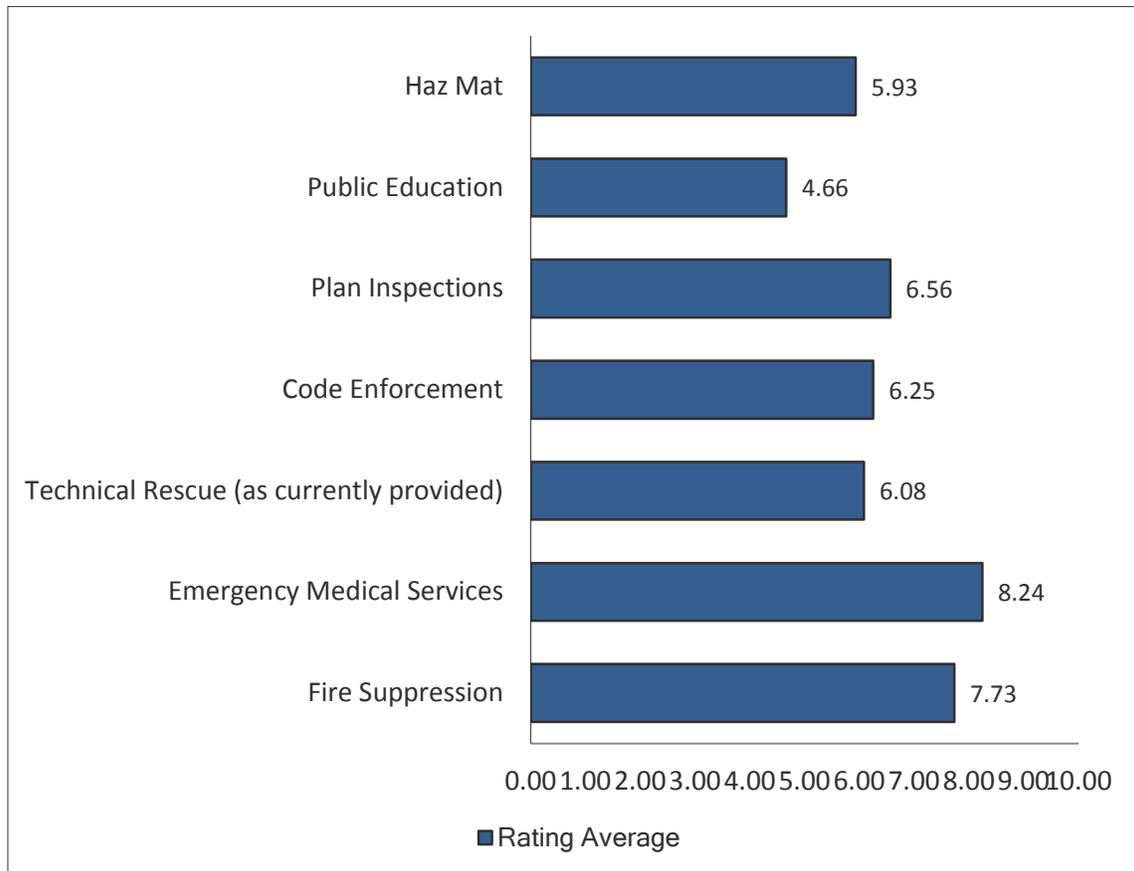
**Figure 15: Member Pride**



Member pride is extremely high in the Everett Fire Department at 83.9% selecting somewhat proud or very proud of their department. This indicates that in the minds of the work force the organization is separate from both its elected and executive leadership.



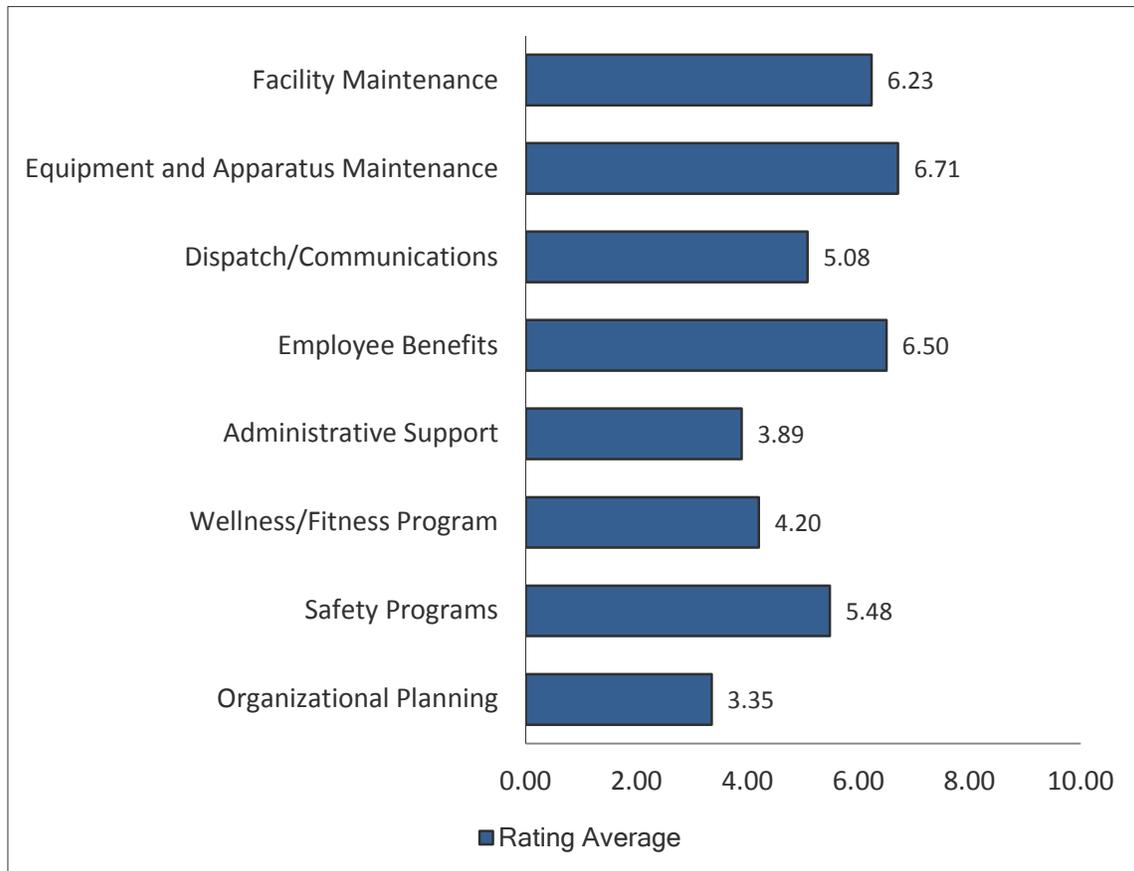
**Figure 16: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?**



This figure reflects a highly held value for the emergency services portion of the profession. This is typical of the fire service in general and aligns closely with the values held by the citizens interviewed during the forum. While public education received the lowest rating (as was the case with the public), it is also the most cost effective way to reduce service demand, which also reduces costs. ESCI recommends that this dimension be given serious consideration as a component of the array of services provided to the community by EFD.



**Figure 17: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?**



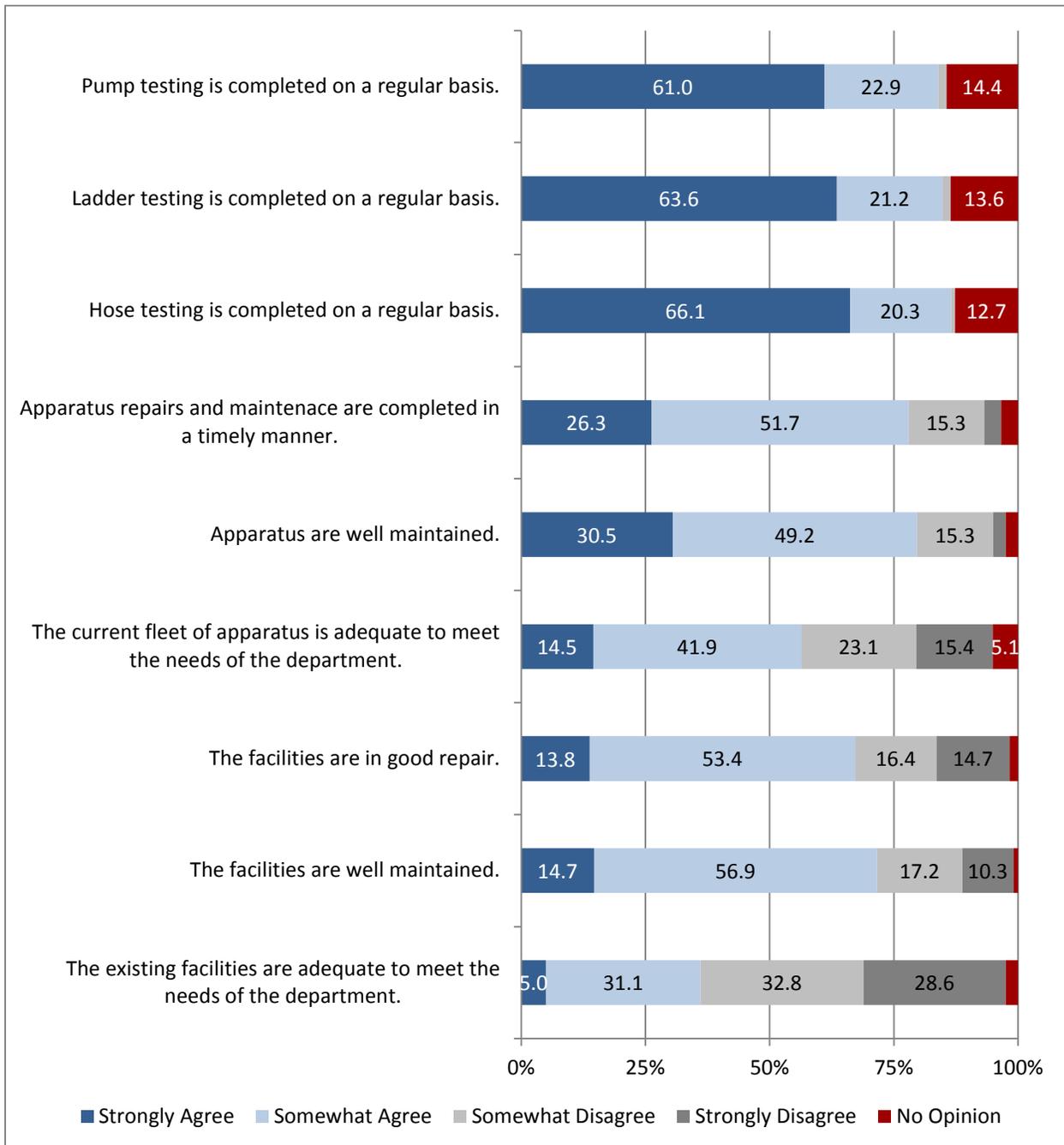
The dimensions receiving the lowest rating are for organizational planning, administrative support, and wellness/fitness of the employees. ESCI assumes that this strategic plan at least begins to address the concerns for organizational planning (as long as there is follow-through). Administrative support is viewed by a majority of the respondents as a lack of administrative backing to the line. In many cases, this is viewed as financial support or fighting city hall on behalf of the organization to secure more funding. While the fire chief has the responsibility to be the professional executive who provides expertise to the elected officials, the fire chief does not have the authority or responsibility to direct or coerce the elected officials to allocate funding as the chief deems appropriate. The fire chief must balance the needs of the community to receive services with the ability of the city to sustainably afford to provide them along with the rest of the services the city provides. Being direct and transparent both with the elected officials and the work force helps maintain a realistic understanding of the costs for services and the impact on service delivery when the costs are out of balance. Finally, the



wellness/fitness program comments are aimed mostly as the desire to mirror the IAFF/IAFC Wellness/Fitness Initiative. This is a high quality program which demonstrably improves employee health and typically reduces sick leave. It is also somewhat costly to implement. In many cases where agencies have implemented the Wellness/Fitness Initiative, the benefits outweigh the costs.



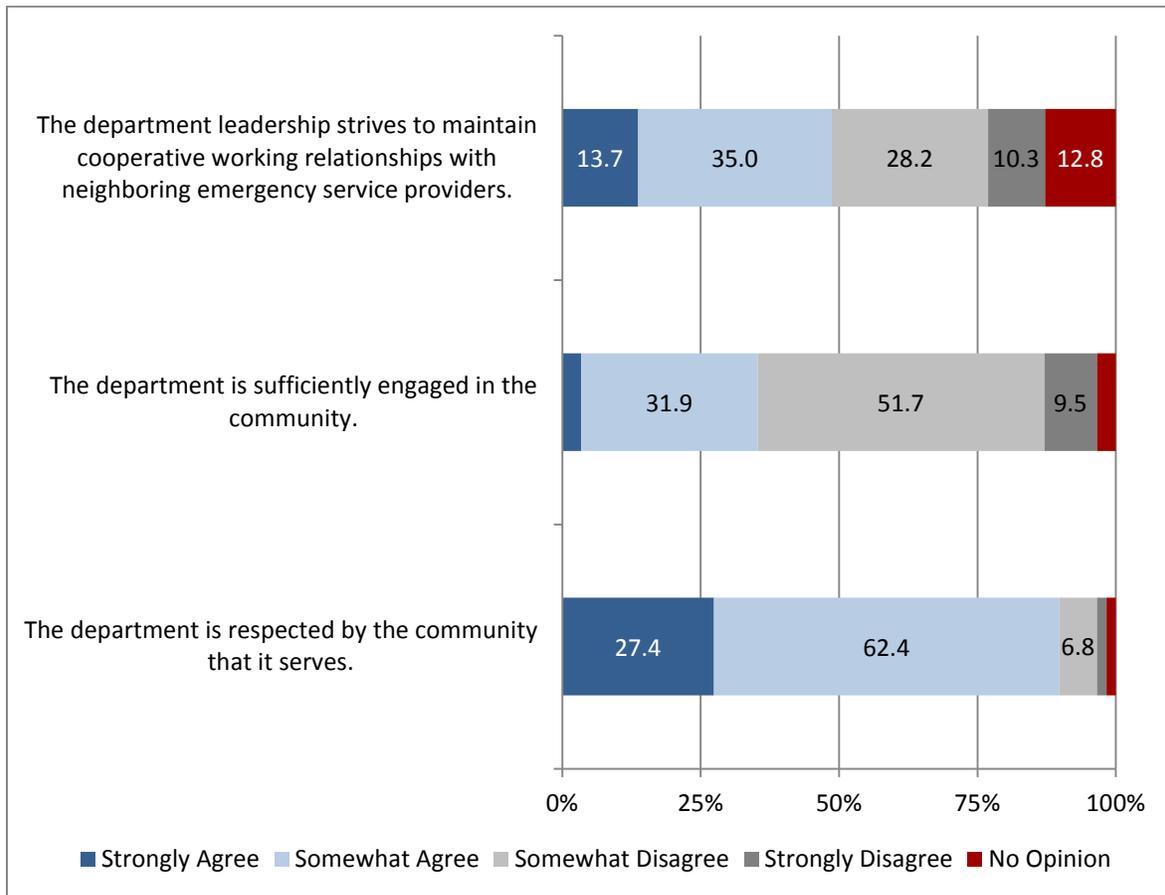
Figure 18: Facilities and Apparatus



The majority of the respondents viewed small equipment, apparatus and facility condition to be good to very good. The most frequent comments appear to be opinions about where Station 3 should be located.



Figure 19: Department's Community Relations

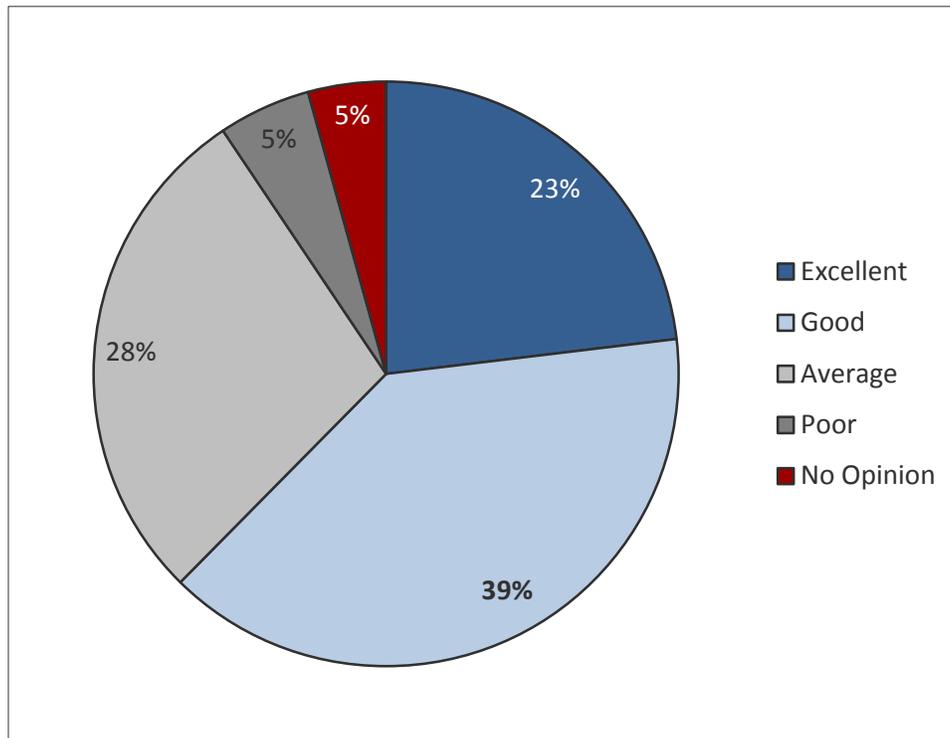


Community relations appear to be an area of recognized need for improvement. A large majority of the respondents believe more should be done to engage in the community. This can be combined with public education as a means to engage the community, but should not be synonymous with community engagement. Engagement can also include each fire station and the crews assigned to them reaching out to the neighborhoods they serve, creating a bond between neighborhoods and neighborhood fire stations. This can include disaster preparedness, fall and injury prevention, as well as other community risk reduction strategies (see Vision 20/20 at <http://strategicfire.org>).

The internal respondents correctly assess that the organization is respected by the community, as is evidenced by the citizen forum responses and feedback. However, the community also desires a closer collaboration with the fire department to address issues of broader concern. This gives greater impetus to a targeted outreach effort aimed at addressing issues of broad community concern, such as risk reduction strategies and the limitations of the fire department to address some risks appropriately.



**Figure 20: In your opinion, what is the community's overall image of Everett Fire Department?**





## 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 department 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 citizens forum, reviewed and revised the department's mission statement.

#### **EFD Mission Statement**

*The Everett Fire Department is a community-based emergency service provider dedicated to public safety and quality of life.*

### 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.

#### **EFD Vision Statement**

*The Everett Fire Department Vision is to be an organization where:*

- *Our community-based focus provides high quality services that are responsive to the changing needs of our customers.*
- *We create an environment that provides open, timely and relevant communication internally and externally.*
- *Teamwork is the basis of our success; measured by trust and collaboration.*
- *We take care of our own as we take care of others.*
- *We value each other, the community we serve and our commitment to the Everett Fire Department mission.*



## Guiding Principles (Values)

Guiding principles (values), as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as the core values for the department.

### EFD Core Values

*The members of the Everett Fire Department value:*

- **Safety** – protecting our most valuable asset
- **Integrity** – honest, trustworthy, and accountable
- **Service** – providing for others before ourselves
- **Innovation** – creatively adapting to change and opportunities
- **Respect** – valuing cultures, traditions, and each other
- **Teamwork** – working together to achieve our goals
- **Honor** – inspiring each other through pride in our profession and excellence of character, recognizing that every action reflects on all our members
- **Bravery** – overcoming fear through fortitude, instinct, and compassion for others

With the completion of its mission, vision, and core values, the EFD 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 had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment the department operates within. Analyzing the organization's strengths, weaknesses, opportunities, and challenges (SWOC) 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 the following department strengths:

- Personnel
- Diverse backgrounds
- Experience
- Geography/location
- Community support/public image
- Exceptional capability
- Resourcefulness
- Department size
- Dynamic on scene





## 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 threats, 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:

*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

- Size
- Resources to meet demand
- Planning
- Not dynamic organizationally
- Perception we do not play well with others
- Information Technology challenges
- Morale
- Dispatch services
- Funding
- Limited public education





## Opportunities

An organization's opportunities and challenges 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. Many opportunities exist for the department:

- Mutual aid
- Collaboration/partnerships
- Planning
- Workload data analysis
- Technology
- Proactive sustainable funding
- Building community relationships
- Public education community outreach
- Community healthcare
- Basic Life Support transport
- New revenue
- Dispatch protocols





## Challenges

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 challenge becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The internal planning team identified the following challenges:

- International City Managers Association initiatives
- Funding/unfunded mandates
- Increasing service demand
- Managing community and political expectations
- Community outreach
- Privatization





## Definition of Terms

There are four main components to a strategic plan; Initiatives, Goals, Objectives and Critical Tasks. 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 department 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. Not all objectives have critical tasks.

**Performance Indicators** – A list of circumstances which should be evident if an objective has been accomplished.

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

Strategic initiatives, goals, objectives, performance indicators, 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 are a condensed list of those initiatives (in bold) with their subordinate goals (numbered), and goals with their subordinate objectives (lettered). 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 in bold italics.



### Communication Initiative

1. Provide regular, timely, and effective multi-modal communication internally between all levels of the organization.
  - a. Conduct administrative staff visits at fire stations. **Critical Task**
  - b. Fire chief/executive staff conducts small (no more than two chief officers at a time) quarterly face-to-face meetings with the crews. **Critical Task**
  - c. Rewrite the EFD administrative policy manual and standard operation procedures through a labor-management committee. **Long-term**
  - d. Develop uniform and consistent information routing systems and procedures that disseminates timely and accurate information to department members and their families. **Short-term**
  - e. Design and implement an inclusive participation and decision-making process for organizational policy and procedure development. **Short-term**
2. Provide regular, timely, cross-cultural effective multi-modal external communication between the department and the public.
  - a. Schedule regular fire station open houses. **Mid-term**
  - b. Assign liaisons to attend neighborhood association meetings. **Short-term**
  - c. Create an outreach marketing plan about who we are and what we do. **Mid-term**
  - d. Develop and implement a social media policy and practice. **Mid-term**
  - e. Develop and implement post-incident community interaction, education, and feedback. **Mid-term**
3. Provide timely and relevant unified (between labor-management) information to the policy-makers on issues of shared interests.
  - a. Invite individual policy-makers to join the existing, informal local 46/fire chief leadership meetings. **Short-term**
  - b. Jointly present the strategic plan to policy-makers and deliver periodic updates. **Short-term**
  - c. Coordinate labor-management messaging on agreed-upon shared interests. **Critical Task**

### Community-based Service Delivery Initiative

1. Increase community identification with and knowledge of their local fire station and resources.
  - a. Develop and implement community activities for individual fire stations. **Long-term**
  - b. Identification of stations and fire apparatus connecting to their local community. **Long-term**
  - c. Develop and implement frequent neighborhood communication systems (e.g., message boards, local mailings). **Long-term**
2. Increase our outreach in public education.
  - a. Develop and implement a community outreach plan. **Long-term**
3. Reduce non-emergent utilization of 9-1-1 resources.
  - a. Implement and sustain “FD Cares.” **Long-term**
  - b. Assign a liaison to work with SNOPAC to explore implementation of “Omega” and refine response matrix. **Critical Task**
  - c. Create a “System of Care” committee made up of social services health care, mental health, and public safety representatives. **Long-term**
  - d. Establish non-suppression, non-emergent response alternatives. **Short-term**
  - e. Implement and sustain “Make the Right Call.” **Critical Task**



### Revenue & Efficiency Initiative

1. Identify and implement alternative funding sources.
  - a. Develop options for implementing a fire prevention services fee schedule that covers expenses of the fire prevention division. **Mid-term**
  - b. Develop options for implementing an EMS fee schedule for BLS response/transport. **Mid-term**
  - c. Pursue grants which decrease EFD expenses. **Mid-term**
  - d. Perform cost-benefit analysis to determine the feasibility of hiring a grant-writer. **Short-term**
  - e. Pursue bond funding for capital facilities and equipment plan. **Long-term**
  - f. Research and identify impact, mitigation, and development agreement revenue. **Long-term**
2. Identify and implement strategies to maximize efficiency.
  - a. Implement Wellness/Fitness Initiative. **Short-term**
  - b. Automate and streamline business practices (e.g. MRN numbers from hospital via scan/fax versus B/C pick up, Bluetooth printers on engines to provide printed reports to private ambulance on scene). **Mid-term**
  - c. Work with the IT department to streamline and simplify EFD IT infrastructure through an IT users committee. **Long-term**
3. Utilize shared resources throughout the region
  - a. Seek opportunities for shared administrative services. **Long-term**
  - b. Seek opportunities to provide contracted regional training services. **Long-term**
  - c. Seek opportunities to provide contracted apparatus and equipment maintenance to regional jurisdictions. **Long-term**
  - d. Evaluate opportunity to provide a shared bariatric transport unit. **Mid-term**
4. Develop and implement capital facilities and equipment plans
  - a. Conduct a facilities needs assessment, determining repair, replace, remodel, relocate schedule. **Long-term**
  - b. Conduct an apparatus and capital equipment needs and condition assessment. **Mid-term**
  - d. Conduct a regional training facilities needs assessment. **Mid-term**

### Staffing & Resource Allocation Initiative

1. Develop and implement a Standards of Cover plan.
  - a. Develop a Request for Proposal for consulting services. **Short-term**
  - b. Establish stakeholder support. **Short-term**
  - c. Select consultant firm and complete the study. **Short-term**
  - d. Update strategic plan with adopted Standard of Cover recommendations. **Mid-term**
2. Develop and implement a community risk reduction plan.
  - a. Develop a Continuity of Government plan for EFD. **Mid-term**
  - b. Create options for conducting a community risk assessment. **Mid-term**
3. Develop and implement an administrative and support services staffing plan.
  - a. Conduct a workflow analysis to determine FTE requirements for all administrative and support activities. **Long-term**



4. Develop and implement a plan to assure a high quality and diverse workplace.
  - a. Develop an outreach plan encouraging under-represented groups to pursue jobs in the fire service. **Short-term**
  - b. Actively recruit quality candidates from under-represented groups. **Mid-term**
  - c. Partner with iWomen and other organizations who promote the hiring of under-represented groups. **Mid-term**

#### **Regional Collaboration Initiative**

1. Pursue appropriate opportunities to collaborate with neighboring agencies and explore regional fire service models.
  - a. Develop a Request for Proposal for consulting services. **Long-term**
  - b. Establish stakeholder support. **Long-term**
  - c. Select consultant firm and complete the study. **Long-term**



## Strategic Plan

### Initiative 1 – Communication

*Communication with all facets of the City of Everett was found to be in need of improvement. With the elected officials, councilmembers were united in their concern and confusion surrounding different data being presented to them between labor and management, leaving council unsure of which direction to turn. This can lead to delay, hesitation or no definitive policy action related to the fire department for fear of moving in the wrong direction.*

*Internally, communication was deemed ineffective as evidenced by the internal survey, hindering the potential for greater success in the department. Better internal communication between line personnel and management was cited as the number one aspect most in need of improvement, and the one aspect most within the control of the fire department. Closely tied to the internal communication gap is the break down between labor and management. There was a firm desire for labor and management to “get on the same page” in terms of communicating interests and issues.*

*Externally, the citizens attending the forum were unaware of the challenges facing the fire department in delivering services to the community. The citizen forum participants recommended a greater effort in communicating with the public about the concerns and limitations of the fire department in delivering this core service. The attendees expressed a strong desire to have the EFD conduct similar forums and processes to communicate to the broader community. Further, there was a desire to deliver the information in a manner which reflects the diversity of the community.*

*Resolving these communication issues is critical to achieving the other four initiatives in this strategic plan. That is why Communication is listed as the first initiative.*





**Goal 1-1: Provide regular, timely, and effective multi-modal communication internally between all levels of the organization.**

**Objectives:**

- A. Conduct administrative staff visits at fire stations. **Critical task**
- B. Fire chief/executive staff conducts small (no more than two chief officers at a time) quarterly face-to-face meetings with the crews. **Critical task**
- C. Rewrite the EFD administrative policy manual and standard operation procedures through a labor-management committee. **Long-term**
- D. Develop uniform and consistent information routing systems and procedures that disseminates timely and accurate information to department members and their families. **Short-term**
- E. Design and implement an inclusive participation and decision-making process for organizational policy and procedure development. **Short-term**

**Performance Indicators:**

- The fire chief's frequent and predictable interaction with the rank and file members of the department is visible, tangible, and meaningful.
- An internal survey shows a significant improvement in senior leadership as a primary source of information for the work force and a corresponding reduction in reliance upon the "rumor mill."
- The EFD administrative policy manual and standard operating procedures have been rewritten with input from labor.
- A mechanism for distributing important information has been used consistently.
- Feedback and input opportunities for the work force are actively sought by management in preparation for policy and procedure development.



**Outcomes:**

- Line staff recognizes their influence in the new policies and procedures for the department.
- Line staff and their families have accurate information about workplace issues within one week of occurrence.
- Labor and management have collaborated on a revised EFD policy manual and updated SOP's.



**Goal 1-2: Provide regular, timely, cross-cultural effective multi-modal external communication between the department and the public.**

**Objectives:**

- A. Schedule regular fire station open houses. **Mid-term**
- B. Assign liaisons to attend neighborhood association meetings. **Short-term**
- C. Create an outreach marketing plan about who we are and what we do. **Mid-term**
- D. Develop and implement a social media policy and practice. **Mid-term**
- E. Develop and implement post-incident community interaction, education, and feedback. **Mid-term**

**Performance Indicators:**

- The EFD establishes regular and consistent contact with the citizens of Everett through multiple communication mediums.
- Recognized and visible community outreach and events are posted and utilized by the community at-large.
- A focused social media program is consistently utilized that reaches out to appropriate communities during identified seasons and outreach campaigns.
- Consistent and regular contact and communication is taking place between local fire stations and the communities they serve.



**Outcomes:**

- Line and administrative staff identify and adopt and utilize multi-model external communication with the community as a department value and priority.
- Increased contact between the EFD and the citizens of Everett.
- Accurate and timely information flow is occurring between the EFD and the communities they serve.



**Goal 1-3: Provide timely and relevant unified (between labor-management) information to the policy-makers on issues of shared interests.**

**Objectives:**

- A. Invite individual policy-makers to join the existing, informal local 46/fire chief leadership meetings. **Short-term**
- B. Jointly present the strategic plan to policy-makers and deliver periodic updates. **Short-term**
- C. Coordinate labor-management messaging on agreed-upon shared interests. **Critical task**

**Performance Indicators:**

- The Fire Chief and Union President routinely develop consistent messaging and information updates for elected officials on issues of mutual interest.
- Management and labor establish policy development practices that ensure collaboration and cooperative development and implementation whenever possible.
- Labor and management coordinate in annual planning processes that establish aligned expectations and strategic plan implementation strategies.

**Outcomes:**

- Increased joint labor/management meetings with elected officials and policy makers.
- Elimination of inconsistent, inaccurate or untimely information to elected officials and policy makers.





## ***Initiative 2 – Community-based Service Delivery***

*Quite simply, community-based service delivery is the philosophy that local fire stations serve neighborhoods and the residents of those neighborhoods in all aspects of its livability. For those serving at a fire station, it will require engaging the community at every opportunity, creating new connections, being organized, using the available resources, identifying their problems and risks, engaging in problems the community is concerned about (whether a fire service issue or not), and thinking beyond just an emergency services perspective.*

*As community advocates, individual fire station crews must learn the needs and challenges their neighborhoods face and be problem solvers. This requires determining what resources are available which may address the problems the neighborhood faces, and facilitate a meeting between those with the resources and those with the need.*

*By becoming deeply invested in the neighborhoods served by individual crews, opportunity exists to educate the public about the services provided by their fire department, and the need for the community to take personal responsibility to mitigate its own risk to the extent this is possible (i.e., emergency preparedness, fall prevention, fire prevention, injury prevention). This also provides opportunity to educate the public about resource scarcity and the burden non-emergent demand places on the fire department infrastructure. By educating the public and equipping it to be as self-sufficient as possible, demand can be managed and needless responses reduced.*





**Goal 2-1: Increase community identification with and knowledge of their local fire station and resources.**

**Objectives:**

- A. Develop and implement community activities for individual fire stations. *Long-term*
- B. Identification of stations and fire apparatus connecting to their local community. *Long-term*
- C. Develop and implement frequent neighborhood communication systems (e.g., message boards, local mailings). *Long-term*

**Performance Indicators:**

- Increased integration of fire personnel and resources with community groups and activities within their fire station response area.
- Enhanced delivery of timely and important information from local fire stations to the communities they serve.
- Direct feedback to local fire station personnel from the community regarding issues of local importance.

**Outcomes:**

- Decrease in turnaround time for EFD to respond to issues of local community concern.
- Increased local preparedness levels and participation in fire department based service delivery and risk reduction programs.
- Increase community support and customer satisfaction for the EFD from the communities served.



**Goal 2-2: Increase our outreach in public education.**

**Objectives:**

A. Develop and implement a community outreach plan. *Long-term*

**Performance Indicators:**

- Utilization of neighborhood and community response data and needs assessment data to customize outreach and public education and outreach programs to best meet the needs of the local community.
- Utilize industry best practices and assessment tools to identify current and future needs for prevention, education, and health care outreach programs.
- Increase utilization of local fire stations and engine companies to reach more community members with targeted injury and illness prevention needs of local fire station response areas.

**Outcomes:**

- Increased community participation in established public education and community outreach programs.
- Appropriate utilization of 911 services as a result of increase education, outreach, and alternative resource access.
- Increased preventative care through established community paramedicine and medical referral programs.



**Goal 2-3: Reduce non-emergent utilization of 9-1-1 resources.**

**Objectives:**

- A. Implement and sustain “FD Cares.” **Long-term**
- B. Assign a liaison to work with Snopac to explore implementation of “Omega” and refine response matrix. **Critical task**
- C. Create a “System of Care” committee made up of social services health care, mental health, and public safety representatives. **Long-term**
- D. Establish non-suppression, non-emergent response alternatives. **Short-term**
- E. Implement and sustain “Make the Right Call.” **Critical task**

**Performance Indicators:**

- Utilization of FD Cares program citywide.
- EFD membership will have required training and understanding to educate and reach out to community members regarding appropriate use of 911 resources.
- EFD actively participating in a comprehensive “system of care” process resulting in enhanced referral and alternative service delivery options for the citizens of Everett.

**Outcomes:**

- Decreased inappropriate use of 911 resources for non-emergency medical conditions.
- Reduced non-emergency transports by ALS ambulances.
- Decreased community health care risk factors by early access to health care services from appropriate resources.



### **Initiative 3 – Revenue & Efficiency**

*The city, and therefore the fire department, is financially strained. The fire department is under pressure with increasing calls for emergency services by the community. To ensure continued high quality services to the community, the fire department must continuously seek alternative and non-traditional revenues, cost-effective means of providing services, and partnerships to stretch the dollars received.*

*The fire department must also seek to avoid costs where possible; to find efficiencies where possible; to find creative funding sources not previously tapped; and to develop partnerships to share costs or leverage resources. In each of these cases, care must be taken to prevent overstressing the resources we do have, reducing the quality of the service we provide to an unacceptable level, or increasing our costs beyond the benefit of any increased revenues.*





**Goal 3-1: Identify & implement alternative funding sources.**

**Objectives:**

- A. Develop options for implementing a fire prevention services fee schedule that covers expenses of the fire prevention division. **Mid-term**
- B. Develop options for implementing an EMS fee schedule for BLS response/transport. **Mid-term**
- C. Pursue grants which decrease EFD expenses. **Mid-term**
- D. Perform cost-benefit analysis to determine the feasibility of hiring a grant-writer. **Short-term**
- E. Pursue bond funding for capital facilities and equipment plan. **Long-term**
- F. Research and identify impact, mitigation and development agreement revenue. **Long-term**

**Performance Indicators:**

- EFD will assign administrative and operational staff to identify and pursue alternative funding sources for the EFD.
- EFD will present alternative funding sources as part of all service level enhancements and new service delivery proposals.
- EFD will participate in local, regional, and state initiatives to enhance revenue sources at the local, state, and federal level.



**Outcomes:**

- Decreased dependence on general fund revenue for program and service enhancements.
- Increase annual grants awarded to the EFD.
- New or enhanced revenue options realized and utilized at the local, state, and federal level.



**Goal 3-2: Identify and implement strategies to maximize efficiency.**

**Objectives:**

- A. Implement Wellness/Fitness Initiative. **Short-term**
- B. Automate and streamline business practices (e.g. MRN numbers from hospital via scan/fax versus B/C pick up, Bluetooth printers on engines to provide printed reports to private ambulance on scene). **Mid-term**
- C. Work with the IT department to streamline and simply EFD IT infrastructure through an IT users committee. **Long-term**

**Performance Indicators:**

- Administrative and operation efficiency measures that reduce cost, redundancy, and inefficiency.
- Agency-wide participation in wellness and risk reduction strategies and measures
- Enhanced IT capabilities through planned, integrated, and stable technology systems and practices.

**Outcomes:**

- Decreased administrative, programmatic, and special operations costs.
- Reduced utilization of leave, workers compensation, and missed work hours.
- Reduced processing time and shorter return to work intervals for employees injured in the line of duty.
- Increased data collection accuracy, compliance, and reduced technology down-time.





**Goal 3-3: Utilize shared resources throughout the region.**

**Objectives:**

- A. Seek opportunities for shared administrative services. **Long-term**
- B. Seek opportunities to provide contracted regional training services. **Long-term**
- C. Seek opportunities to provide contracted apparatus and equipment maintenance to regional jurisdictions. **Long-term**
- D. Evaluate opportunity to provide a shared bariatric transport unit. **Mid-term**

**Performance Indicators:**

- Increased regional partnerships and contract for services that increase economies of scale and revenue.
- Enhanced capabilities and utilization of specialty teams and operations.
- Utilization of partnering agency resources that decrease EFD demand and increase capabilities and service delivery to the citizens of Everett.

**Outcomes:**

- Decreased EFD costs for services contracted to other agencies.
- Decreased demand for EFD to solely support special operations teams.
- Increased utilization, training, and competency levels for special operations staff providing regional services.





**Goal 3-4: Develop and implement capital facilities and equipment plans.**

**Objectives:**

- A. Conduct a facilities needs assessment, determining repair, replace, remodel, relocate schedule. **Long-term**
- B. Conduct an apparatus and capital equipment needs and condition assessment. **Mid-term**
- C. Conduct a regional training facilities needs assessment. **Mid-term**

**Performance Indicators:**

- EFD Utilization of a capital facilities and capital equipment plan and budgeting process.
- Use of industry best practices in the development and administration of capital replacement standards and requirements.
- A detailed and annually updated capital equipment and facilities replacement and funding plan



**Outcomes:**

- High functioning and efficient location, construction, and utilization of EFD facilities.
- Reduced equipment down time and failure due to delayed or delinquent replacement of capital equipment.
- Incremental and sustainable funding for current and future EFD capital facilities and equipment needs.



### **Initiative 4 – Staffing & Resource Allocation**

*The ultimate goal of any emergency service delivery system is to provide sufficient resources (personnel, apparatus, and equipment) to the scene of an emergency in time to take effective action to minimize the impacts of the emergency. This need applies to fires, medical emergencies, and any other emergency situation to which the fire department responds. Further, RCW 35.103 requires that cities establish performance goals for the receipt and processing of 9-1-1 calls, turnout time and travel time, collectively referred to as the “Cascade of Events.”*

*These requirements are addressed in the development of a Standards of Cover document, which has the following components:*

- *Demand Analysis – what types of emergency calls for service does the department receive, what times do they occur, and from what geographic locations.*
- *Distribution Analysis – are the resources used to mitigate the emergencies located in close proximity to the demand, and are they distributed with efficient overlap.*
- *Concentration Analysis – how many resources (apparatus and personnel) are needed for the various types of risks the community faces, and are they positioned in appropriate concentrations to mitigate the risks.*
- *Reliability Analysis – how often do the assigned units actually handle their own emergencies?*
- *Performance Analysis – given the system configuration, how often are the emergencies responded to within the response time goals and with sufficient resources to mitigate the risk.*

*Evaluation of administrative and support staffing positions should also be addressed as an important component of the overall resource needs and allocations for the fire department.*





**Goal 4-1: Develop and implement a Standards of Cover plan.**

**Objectives:**

- A. Develop a Request for Proposal for consulting services. **Short-term**
- B. Establish stakeholder support. **Short-term**
- C. Select consultant firm and complete the study. **Short-term**
- D. Update strategic plan with adopted Standard of Cover recommendations. **Mid-term**

**Performance Indicators:**

- Completion of Standards of Cover study utilizing industry best practices and community and city official input and expectations.
- Include SOC elements in annually planning and Strategic Plan updates to meet identified current and future service delivery requirements.
- Ensure resource deployment and utilization of EFD resources is done in a matter that relies on accepted and appropriate science and a vetted and approved community risk assessment.

**Outcomes:**

- Appropriate and efficient utilization of EFD personnel and assets.
- Maximized response times and on-scene capabilities.
- A defensible and sustainable all-risk emergency response system for the City of Everett.



**Goal 4-2: Develop and implement a community risk reduction plan.**

**Objectives:**

- A. Develop a Continuity of Government plan for EFD. *Mid-term*
- B. Create options for conducting a community risk assessment. *Mid-term*

**Performance Indicators:**

- The EFD operates in a manner that is aware of and routinely adjusts to the changing and demonstrated risks of the community served.
- An organization that reduces risk based on data and community risk reduction best practices.
- Demonstrated ability to manage and sustain operations and administration during and after small and large scale emergencies.

**Outcomes:**

- Reduced risk in the community verified through mitigation and preparedness programs.
- Reduced emergency services utilization in areas addressed by the risk reduction plan.
- A disaster resilient community and Fire Department with appropriate plans and procedures to ensure continuity of community and fire department functions.



**Goal 4-3: Develop and implement an administrative and support services staffing plan.**

**Objectives:**

- A. Conduct a workflow analysis to determine FTE requirements for all administrative and support activities. ***Long-term***

**Performance Indicators:**

- Implement administrative efficiency and enhancement measures that decrease redundancy and increase efficiency.
- Benchmark and measure efficiency and effectiveness through identified benchmarking and performance standards.
- Enhanced administrative and support services staffing levels and assignments that accurately address identified workload and service delivery needs.

**Outcomes:**

- Decreased time-on-task and process time for identified key administrative and support service functions, such as accounts payable processing time.
- Increased customer service rating for administrative and support service functions through the EFD internal survey.
- Increased job satisfaction and moral of administrative and support service staff as measured by the EFD internal survey.



**Goal 4-4: Develop and implement a plan to assure a high quality and diverse workplace.**

**Objectives:**

- A. Develop an outreach plan encouraging under-represented groups to pursue jobs in the fire service.  
**Short-term**
- B. Actively recruit quality candidates from under-represented groups. **Mid-term**
- C. Partner with iWomen and other organizations who promote the hiring of under-represented groups.  
**Mid-term**

**Performance Indicators:**

- Internal staff is target recruiting under-represented potential candidates for EFD employment.
- The under-represented groups are actively working with the EFD to develop strategies to increase qualified diverse candidates.
- The number of qualified diverse applicants is increasing.

**Outcomes:**

- Increased numbers of diverse applicants make it through the testing process and onto the hiring list.
- Increased numbers of diverse employees hired by the EFD.
- Increased numbers of diverse probationary employees pass probation and remain employed by the EFD five years later.



### ***Initiative 5 – Regional Collaboration***

*Consistent with being good stewards of the resources entrusted in the EFD, other neighboring agencies are also stewards of the resources entrusted in them. Collaborating with such resources with neighboring agencies benefits both agencies and their taxpayers. Further, regional partnerships in such ventures as a training center, an apparatus maintenance facility, a logistics center, and shared use of specialized equipment and teams are also of benefit regionally. The EFD must also be open to exploring integration with other agencies if such moves benefit the citizens of the combined service area(s) and reduce or stabilize costs for the integrating agencies.*





**Goal 5-1: Pursue appropriate opportunities to collaborate with neighboring agencies and explore regional fire service models.**

**Objectives:**

- A. Develop a Request for Proposal for consulting services. **Long-term**
- B. Establish stakeholder support. **Long-term**
- C. Select consultant firm and complete the study. **Long-term**

**Performance Indicators:**

- Engagement by the EFD at all levels in local and regional fire and emergency service cooperative service agreements and projects.
- Identification and active engagement in beneficial regional fire service partnerships and delivery models.
- Conduct administrative and operational functions in a manner that encourage and support a regional service delivery platform.
- An established EFD culture that values and actively pursues regional partnerships and models that result in enhanced service delivery and efficiency.

**Outcomes:**

- Increased cooperative service and regional service delivery agreements and contracts.
- Increased utilization of regional assets and cooperative service agreements.
- Keep regional service delivery opportunities visible and up front in the annual strategic planning updates.



## Appendix – Citizen Forum Feedback

Written comments were encouraged of the citizen forum participants. The areas of feedback solicited were in three general areas; citizen expectations of their fire department, citizen concerns about their fire department, and strengths citizen's believe their fire department possessed. Each similar comment was categorized broadly, with the number of similar responses in parentheses. These three categories are listed below:

### Citizen Expectations

- The Everett Fire Department must have a fast response time (5)
- The Everett firefighters must be competent (6)
- The Everett Fire Department must possess good facilities and reliable equipment (4)
- The Everett Fire Department must be good fiscal stewards of taxpayer funds (2)
- The Everett firefighters must exhibit honesty, integrity, and compassion (4)
- The Everett Fire Department must provide all of the emergency services currently provided (8)

### Citizen Concerns

- Staff is not aligned with functions (80% EMS, but Fire is all we hear about) (1)
- The fire code must be used to address downtown hazards (1)
- Lack of access to fire stations (locked up) – should be used as disaster shelter (1)
- Lack of adequate funding/staffing (5)
- Must be more exploration of regional services (2)
- Lack of communication with the public about the challenges faced by EFD (1)
- Labor/management conflict is distracting and disruptive (1)
- Lack of diversity in the Everett Fire Department (5)

### Citizen Identified Strengths

- The Everett Fire Department is compassionate and professional (6)
- The Everett Fire Department is responsive (4)
- The Everett Fire Department is efficient (1)
- The Everett Fire Department provides great service to all emergencies (7)
- The Everett Fire Department provides great disaster preparedness (1)



**Timeline**

Objectives	Assigned Responsibility	Critical 2/2014 to 5/2014	Short Term 5/2014 to 1/2015	Mid Term 1/2015 to 1/2017	Long Term 1/2017 to 1/2019
1-1A. Conduct administrative staff visits at fire stations.	Fire Chief				
1-1B. Fire chief/executive staff conducts small (no more than two chief officers at a time) quarterly face-to-face meetings with the crews.	Fire Chief				
1-3C. Coordinate labor-management messaging on agreed-upon shared interests.	Fire Chief, Local 46 President				
2-3B. Assign a liaison to work with SNOPAC to explore implementation of "Omega" and refine response matrix.	Assistant Chief-Operations				
2-3E. Implement and sustain "Make the Right Call."	Division Chief-EMS				
1-1D. Develop uniform and consistent information routing systems and procedures that disseminates timely and accurate information to department members and their families.	Fire Marshal, Assistant Fire Marshal				
1-1E. Design and implement an inclusive participation and decision-making process for organizational policy and procedure development.	Assistant Chief-Administration				
1-2B. Assign liaisons to attend neighborhood association meetings.	Assistant Fire Marshal, Emergency Mgmt. Pub. Ed. Coordinator				
1-3A. Invite individual policy-makers to join the existing, informal local 46/fire chief leadership meetings.	Local 46 President				
1-3B. Jointly present the strategic plan to policy-makers and deliver periodic updates.	Fire Chief, Local 46 President				
3-1D. Perform cost-benefit analysis to determine the feasibility of hiring a grant-writer.	Division Chief-Emergency Mgmt.				
2-3D. Establish non-suppression, non-emergent response alternatives.	Assistant Chief-Operations				
3-2A. Implement Wellness/Fitness Initiative.	Division Chief-Safety				
4-1A. Develop a Request for Proposal for consulting services.	Fire Chief				
4-1B. Establish stakeholder support.	Fire Chief, Local 46 President				
4-1C. Select consultant firm and complete the study.	Local 46, Management				
4-4A. Develop an outreach plan encouraging under-represented groups to pursue jobs in the fire service.	Assistant Chief-Training, HR				
1-2A. Schedule regular fire station open houses.	Fire Chief, Local 46 President, Assistant Chief-Operations				
1-2C. Create an outreach marketing plan about who we are and what we do.	Fire Marshal, City PIO, Emergency Mgmt. Public Education Coordinator, New World Specialist				
1-2D. Develop and implement a social media policy and practice.	Assistant Fire Marshal, City PIO				
1-2E. Develop and implement post-incident community interaction, education, and feedback.	Fire Prevention Bureau				
3-1A. Develop options for implementing a fire prevention services fee schedule that covers expenses of the fire prevention division.	Fire Marshal				
3-1B. Develop options for implementing an EMS fee schedule for BLS response/transport.	Division Chief-EMS				
3-1C. Pursue grants which decrease EFD expenses.	Fire Chief				
3-2B. Automate and streamline business practices (e.g. MRN numbers from hospital via scan/fax versus B/C pick up, Bluetooth printers on engines to provide printed reports to private ambulance on scene).	Assistant Chief-Administration				
3-3D. Evaluate opportunity to provide a shared bariatric	Division Chief-				



Objectives	Assigned Responsibility	Critical 2/2014 to 5/2014	Short Term 5/2014 to 1/2015	Mid Term 1/2015 to 1/2017	Long Term 1/2017 to 1/2019
transport unit.	Services, Division Chief-EMS				
3-4B. Conduct an apparatus and capital equipment needs and condition assessment.	Division Chief-Services				
3-4C. Conduct a regional training facilities needs assessment.	Assistant Chief-Training				
4-1D. Update strategic plan with adopted Standard of Cover recommendations.	Local 46, Management				
4-2A. Develop a Continuity of Government plan for EFD.	Division Chief-Emergency Mgmt.				
4-2B. Create options for conducting a community risk assessment.	Division Chief-Emergency Mgmt				
4-4B. Actively recruit quality candidates from under-represented groups.	Assistant Chief-Training, HR				
4-4C. Partner with iWomen and other organizations who promote the hiring of under-represented groups.	Fire Chief, Local 46 President, Emergency Mgmt. Public Education Coordinator				
1-1C. Rewrite the EFD administrative policy manual and standard operation procedures through a labor-management committee.	Assist. Chief Administration, Assist. Chief Training				
2-1A. Develop and implement community activities for individual fire stations.	Division Chief-Services				
2-1B. Identification of stations and fire apparatus connecting to their local community.	Division Chief Services, Station Captains, Fire Marshal, City PIO				
2-1C. Develop and implement frequent neighborhood communication systems (e.g., message boards, local mailings).	City PIO, Division Chief-Emergency Mgmt., Fire Marshal, Division Chief-Services				
2-2A. Develop and implement a community outreach plan.	City PIO				
2-3A. Implement and sustain "FD Cares."	Division Chief-EMS				
2-3C. Create a "System of Care" committee made up of social services health care, mental health, and public safety representatives.	EMS Office				
3-1E. Pursue bond funding for capital facilities and equipment plan.	Fire Chief				
3-1F. Research and identify impact, mitigation, and development agreement revenue.	Fire Marshal				
3-2C. Work with the IT department to streamline and simply EFD IT infrastructure through an IT users committee.	Assistant Chief-Administration				
3-3A. Seek opportunities for shared administrative services.	Division Chief-Services				
3-3B. Seek opportunities to provide contracted regional training services.	Fire Chief				
3-3C. Seek opportunities to provide contracted apparatus and equipment maintenance to regional jurisdictions.	Division Chief-Services				
3-4A. Conduct a facilities needs assessment, determining repair, replace, remodel, relocate schedule.	Division Chief-Services, Assistant Chief-Operations				
4-3A. Conduct a workflow analysis to determine FTE requirements for all administrative and support activities.	HR				
5-1A. Develop a Request for Proposal for consulting services.	Fire Chief, Purchasing				
5-1B. Establish stakeholder support.	Fire Chief, Local 46 President				
5-1C. Select consultant firm and complete the study.	Local 46, Management				