

Strategic Plan Update for Spokane Fire Department

Mission Statement: To serve the community by protecting life, property and the environment. Provide excellent service through prevention, education, preparedness and mitigation; recognizing that our people are the key to success.

Vision Statement: *Service and protection through Excellence*

Definition of Customers: Citizens, Visitors, Businesses, Development Community, Public/Private Agencies, Educational entities, Health care entities, Media, Employees, Bargaining groups, Policy Makers

Definition of Product/Service provided: Emergency and Non-emergency Response to Incidents including Fire - Emergency Medical (ALS and BLS) – Hazardous Materials and Rescues, Call Taking and Dispatch, Fire Cause Determination, Code Enforcement, Fire Inspections, Engineer Plan Review, Public Education, Community Service, Public & Media Information, Planning, EOC – Emergency Operations Center, Internal FD Services – Training, Maintenance and Information Management

Strengths:

1. Recognized by our peers as the Inland Northwest's leading Fire Department.
2. Community has a high level of trust, respect and support for the Fire Department.
3. Outstanding personnel with vast collective experience and enthusiasm for the profession.
4. Organizational understanding of and respect for excellence in all we do.
5. Citizens recognize FD as highly dependable, having a "can do" attitude despite limitations.
6. Open, honest communication approach.
7. Innovative mind-set with ability to be self critical.
8. Willingness to evaluate and use new technology.

Weaknesses:

1. Lack of adequate staffing and depth of resources in fire stations, special divisions and support functions.
2. Lack of dedicated funding for personnel, equipment and capital expenditures.
3. Disconnect with community due to limited resources.
4. Logistical challenges of internal communications and coordination due to multiple work sites/ shift patterns.
5. Requirements of Washington State bargaining law(s) and processes.
6. Familial work environment creates challenges with accountability.
7. Lack of leadership/management training and succession planning due to funding.
8. Limited resources available to effectively recruit candidates of diverse backgrounds.

Opportunities:

1. Achievement of Fire Department Accreditation.
2. Regionalization of county fire agencies can result in efficiencies and economies of scale.
3. Implementation of and participation in a Wellness program to enhance long-term employee health and reduce overall benefit costs.
4. Hiring of new employees provides new ideas and diversity.
5. Annexation/ Growth of the City allows further extension of services to new citizens.
6. Enhanced use of technology increases efficiency.
7. Improving partnerships to allow enhanced opportunities for members and citizens.
8. Stable funding for restoring FD personnel and services.
9. Utilization of volunteers to supplement FD non-emergency functions.

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Threats:

1. Funding limitations can cause loss of personnel, services, capital needs and impact long-range planning.
2. Community apathy affects FD support and funding.
3. Expectations cannot be met due to limited resources and inability to control the demand for services.
4. Continued increases in economic development without additional resources will slow approval processes and impact service delivery abilities.
5. Changing demographics and aging population increases demands for EMS services.
6. Unfunded Federal, state, and local mandates/legislation.
7. Lack of adequate training and education for staff due to limited resources.
8. Technological advancements without adequate training and funding.

Key Success Factors:

1. Maintain excellent service by responding to request for services in a timely and efficient manner.
2. Be honest, fair and consistent in relationships with the community and employees.
3. Communicate, both internally and externally.
4. Assist in achieving financial stability and growth to provide needed FD resources.
5. Be good stewards of public resources.
6. Maintain operational readiness.
7. Use technology as a force multiplier to support the organization and enhance performance.

List top goals, strategies and objectives for the Fire Department:

FD Goal 1: Further develop communications with the community, employees and policy makers. (Customer Service)

FD Strategy 1: Develop tools for maintaining and improving communications with our customers using technology and other mediums.

FD Objective 1a: By June 30th, enhance the FD website to include on-line incident information, direct contact capability to key FD staff and the FD's Annual Performance Report that reports on the FD performance during 2006.

FD Objective 1b: Enhance the FD Portal to include a mechanism for employees to share their ideas by June 30th.

FD Objective 1c: Produce a quarterly video magazine about SFD for internal and external distribution by December 31st.

FD Objective 1d: Develop a feasibility plan for a Citizen's Academy including cost, logistical issues, course outline and possible schedule in order to make a decision regarding implementation for 2008, by December 31st.

FD Goal 2: Achieve financial stability and growth to provide needed FD resources. (Financial Stability, Growth)

FD Strategy 2: Demonstrate the need and importance of FD services by effectively managing resources to ensure confidence among community and policy makers

FD Objective 2a: Complete a "Standard of Cover" for fire/ EMS deployment analysis for the City by June 30th.

FD Objective 2b: Partner with other City departments to evaluate the results of the permit fee review study and make recommendations to the Mayor and City Council for implementation by December 31st.

FD Goal 3: Make the community a safer place to live through fire engineering practices, fire code enforcement, public education and fire investigation in order to reduce the occurrence and impact of fires/injuries. (Quality of Life, Customer Service, Growth)

FD Strategy 3-1: Ensure that fire and building code compliance is achieved in new and existing buildings through fire engineering plan review and inspections.

FD Objective 3-1a: Present the updated changes for the International Fire Code to the City Council for their consideration and approval by June 30th.

FD Objective 3-1b: Collaborate with our partners in development and deployment of the new City Permit program in accordance with the schedule.

FD Objective 3-1c: Identify a program to prioritize and address issues with sub-standard structures in the Community by December 31st through collaboration with other City Departments.

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FD Strategy 3-2: Utilize volunteers for non-emergency activities to support programs and improve services to the community.

FD Objective 3-2a: Develop a cost and operational plan for implementing a non-emergency Volunteer Services program within the FD by December 31st.

FD Goal 4: Protect life, property and the environment through public education and prevention initiatives. (Quality of Life, Customer Service, Growth)

FD Strategy 4: Provide educational programs for the community with focus on fire and life safety, injury prevention and community readiness.

FD Objective 4a: Conduct two Community Emergency Response Team (CERT) training programs by December 31st.

FD Objective 4b: Provide the Children's Fire Safety House educational program to 20 Elementary Schools reaching approximately 2,500 third and fourth grade students by December 31st.

FD Goal 5: Provide the appropriate level of emergency response to the public in a safe and efficient manner. (Quality of Life, Customer Service, Growth)

FD Strategy 5: Ensure that appropriate resources are dispatched and arrive in a timely manner based on analysis of incident history while striving to achieve the City's Comprehensive Plan's Level of Service for Fire and EMS.

FD Objective 5a: Complete an Annual Performance Report on the FD's performance towards response time goals for the previous calendar year by April 1st of each year.

FD Goal 6: Prepare personnel and maintain apparatus/ equipment to a high state of readiness to ensure response to the needs of our customers is in a safe and efficient manner. (Customer Service)

FD Strategy 6-1: Provide training programs and apparatus/ equipment maintenance to ensure operational readiness is maintained.

FD Objective 6-1a: Develop and deliver a training program for SFD personnel on Incident Risk Assessment to help further clarify the importance of Firefighter and Citizen safety by June 30th.

FD Objective 6-1b: Deliver Rules of Air Management (ROAM) class to all response personnel by December 31st.

FD Objective 6-1c: Develop and implement a policy for monitoring cyanide on fire scenes to improve FF Safety/ Survival by December 31st.

FD Objective 6-1d: Ensure completion of required National Incident Management System (NIMS) training for SFD personnel by December 31st.

FD Strategy 6-2: Develop a Capital Facilities, Apparatus and Equipment Replacement Program for the Fire Department with considerations to environmental issues and energy conservation.

FD Objective 6-2a: Develop a draft recommendation for the FD 2009 bond issue to be presented to the Mayor and City Council by December 31st.

FD Goal 7: Maintain and grow collaborative relationships with community partners which will enhance our service to the customer. (Customer Service, Quality of Life)

FD Strategy 7: Work with area emergency providers to evaluate regional opportunities for improved efficiency and effectiveness.

FD Objective 7a: Develop and deliver a training class on Excited Delirium to field personnel by June 30th, working with PD, Legal and other emergency responders.

FD Objective 7b: Work with fire agencies throughout Spokane County to evaluate the feasibility of a Countywide ambulance contract and if that is found to be the case, participate in the development of an RFP for transport services that can be presented to the Mayor and City Council by December 31st.