

Strategic Plan Initiatives 2011

INITIATIVE 1: EFFECTIVE AND EFFICIENT OPERATIONS

Delivery of effective and efficient Fire and EMS service that meets the needs of the community, enhances firefighter safety and improves job performance.

1. Collect and review response data for the past five years.

Lead - Larry Huff

Target - 2012

- Turnout Time, Travel Time, OOS Time, Concentration, Distribution, and Reliability

2. Complete a Community Risk Assessment.

Lead - Larry Huff

Target - 2012

- Collect demographics
- Identify target hazards
- Building stock
- Response data from #1

3. Update the current Standard of Cover.

Lead - Larry Huff

Target – 2013

- Identify level of service for suburban vs. rural areas for all service types
 - Response time (first arriving and full alarm)
 - Required number of apparatus and personnel
 - Task analysis

4. Restructure Battalion responsibilities.

Lead - Larry Huff

Target - 2012

- Identify responsibilities in three Categories (Fire, EMS, Rescue/Special Ops)
- Assign

5. Update Operations and Emergency Policies.

Lead - Larry Huff

Target – 2013

- Review applicable standards and legislation
- Assign, review, and implement changes to current policy

6. Complete Firefighter Risk Assessment.

Lead - Larry Huff

Target - 2012

- Evaluate firefighter injuries in the department over the past three years
- Implement awareness and prevention training based on findings

7. Implementation of New World System.

Lead - Larry Huff

Target - 2012

- Purchase and install required hardware in apparatus
- Set up software
- Train trainers
- Train all fire suppression staff

8. Complete New World System Pre-Fire Plans.

Lead - Matt Bernethy

Target - 2013

- Standardize required pre-fire plan information
- Collect data
- Input data in pre-fire module

9. Implement ESO EPCR Program.

Lead - Larry Huff

Target - 2012

- Purchase and install required software
- Set up software
- Train trainers
- Train all fire suppression staff

10. Update Acting Battalion Chief Program.

Lead - Larry Huff

Target - 2013

- Requirements
- Curriculum
- Implementation

11. Update Acting Captain Program.

Lead - Larry Huff

Target - 2013

- Requirements
- Curriculum
- Implementation

12. Continue to evaluate effectiveness and cost benefits of District's Wellness Program.

Lead – Larry Huff

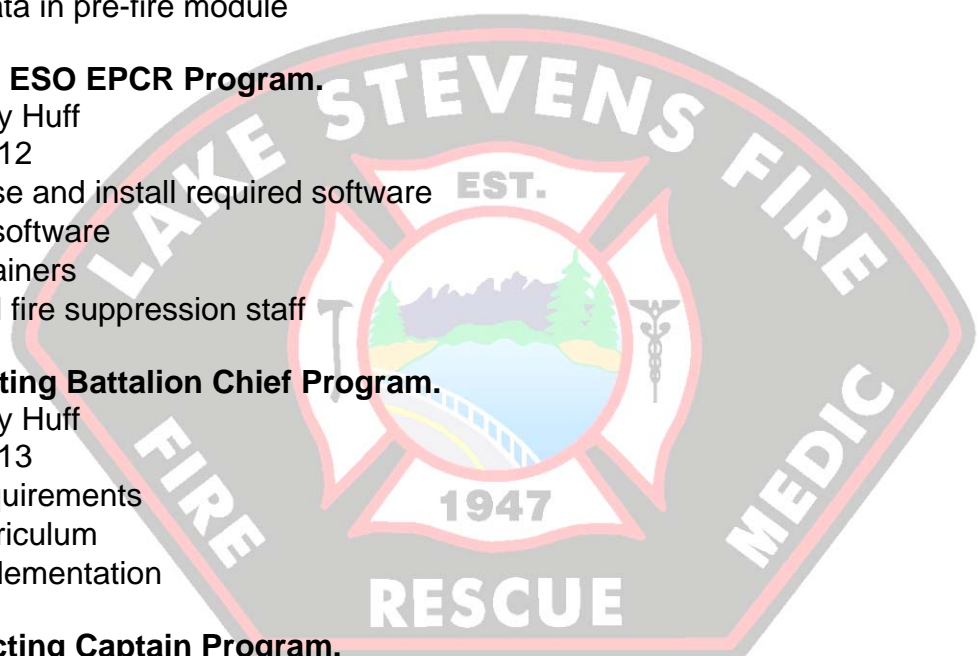
Target – 2012

13. Create an emergency operations and business continuity plan.

Lead – Larry Huff

Target - 2013

- Determine if the District is compliant with federal hazard mitigation planning process



INITIATIVE 2: ENHANCE & BUILD RELATIONSHIPS

Build and strengthen external relationships.

1. Build partnerships with local agencies as we continue to serve the Lake Stevens community.

Lead – Laana Larson

Target - Ongoing

- Active participation with the Lake Stevens Chamber of Commerce
- Active participation with the Lake Stevens Family Center
- Partner with LSPD on the Annual Health & Safety Fair
- Involvement with Lake Stevens Aquafest Committee
- Involvement with Lake Stevens community events
- 2012 - Initiate personal contact with new businesses and welcome them to Lake Stevens
 - Create a LSF welcome packet of information

2. Increase Information Distribution within the Lake Stevens Community.

Lead - Laana Larson

Targets – 2011 through 2013

- 2011 - Increase FACTs distribution as we begin to post on website and increase community emails
- 2011 - Distribute information to school districts in the fall
- 2012 - Increase distribution of Press Releases, Flyers, and Brochures as we begin to send out via email as well
- 2012 - Begin to include a flyer of LSF Services & Events in all our billings
 - Ambulance Billings, Inspection Billings, etc.
- 2013 - Increase Newsletter distribution to 3x per year
 - Consider emailing and posting on website one of the three newsletters until able to fund 3rd mass printing
 - Distribution timeline: January, May, September
- 2013 - Create a professional service card including business card to leave with our clients
 - Develop a consistent message for card
 - Determine cost for note cards and printing

3. Communicate Department Message throughout the Lake Stevens Community.

Lead – Laana Larson

Target - 2011

- Create a new community message brochure once we have completed Strategic Plan Update
- Update list of contact groups throughout Lake Stevens
- Meet with service and community clubs with levy/strategic plan once Strategic Plan Update is complete, prior to going out to next levy

4. Enhance Website Content.

Lead – Laana Larson

Target - 2012

- Increase LSF Membership pictures
- Increase firefighter training pictures
- Update at least twice per month
- Develop archiving procedures

5. Create an informational LSF Facebook Page.

Leads – Alison Caton / Laana Larson

Target - 2012

- Design initial informational page which is “one way” communication
- Point to website for contact and additional info
- Determine department access
- Develop archiving procedures
- Update weekly



Strengthen internal relationships.

1. FACTs newsletter.

Lead – Laana Larson

Target - Ongoing

- Create FACTs issues 2x per month
- Department wide involvement
- Email Commissioners / LSF / community members
- Post on SharePoint
- Fall 2011 - Begin to include Commissioner articles on a monthly rotation
- 2011 - Begin posting on website

2. Build morale and strengthen our Lake Stevens Fire team through Employee Recognition.

Lead – Laana Larson

Target – Ongoing

- Recognize members passing probation, promotions and retirements
- Recognize department accomplishments
- Recognize member accomplishments
- Some traditional forms of recognition are dependent on funding

3. Establish teams to increase commitment and connection through positive interaction.

Lead – Chief Lingenfelter

Target - 2012

- Labor / Management
 - Monthly meetings
- Create an Events Team including representation from both administration and operations
 - Consider quarterly meetings
 - Initiate department events and encourage participation
 - Annual Pancake Breakfast
 - Department Picnic
 - Luncheon with Commissioners
 - LSF vs. LSPD Softball Game
 - Tips for FFs

INITIATIVE 3: EFFECTIVE TECHNOLOGY PLAN

Implement an effective technology plan that is proactive and supports the needs of the District.

1. Partner with City regarding IT services.

Lead – Chief Lingenfelter

Target - Ongoing

- Periodically meet with the City to evaluate services and costs

2. Implement Computer Replacement and Capital Replacement Schedules.

Lead – IT Troy Stevens

Target – 2012 and Ongoing

- Develop a five-year plan for technology

3. Update computer software and hardware.

Lead – IT Troy Stevens

Target - Ongoing

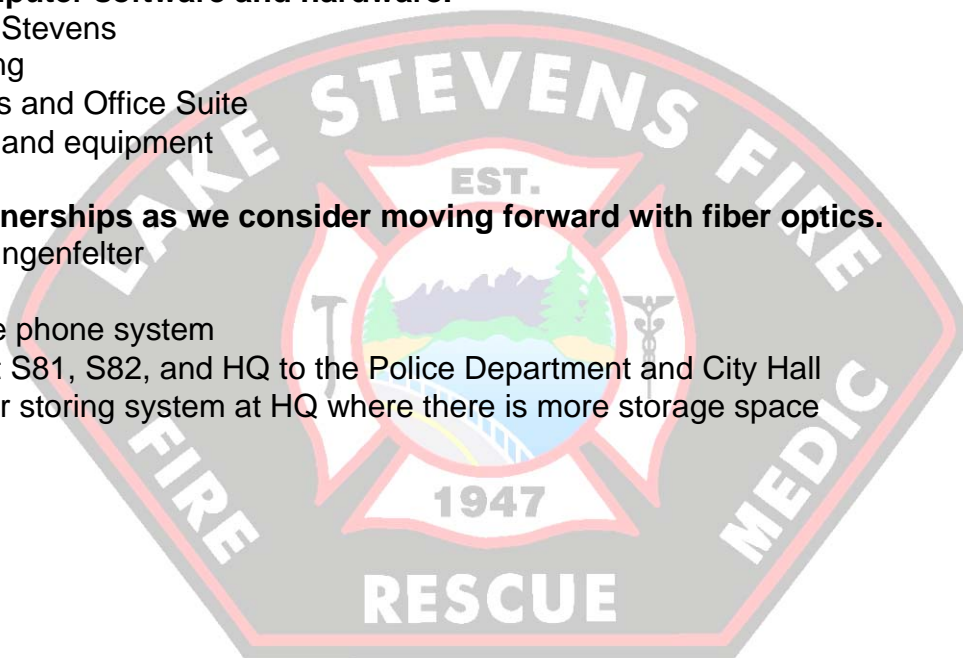
- Windows and Office Suite
- Servers and equipment

4. Pursue partnerships as we consider moving forward with fiber optics.

Lead – Chief Lingenfelter

Target - 2012

- Evaluate phone system
- Connect S81, S82, and HQ to the Police Department and City Hall
- Consider storing system at HQ where there is more storage space



INITIATIVE 4: EFFECTIVE ADMINISTRATIVE SERVICES

Maintain transparency.

1. Maintain Financial Accountability

Lead – Leah Schoof

Target - Ongoing

- Monthly balancing and auditing
- Maintaining daily invoice request, evaluation, and approval system
- Proactive budget planning (capital and expense)
- Contract evaluations
- Revenue evaluations
- Monthly financial statement submission

2. Decrease Expenses Where Possible.

Lead – Leah Schoof

Target - Ongoing

- Analyze current expenditures
- Evaluate reoccurring operational costs based on necessity
- Review replacement schedules
- Purchase based on need
- Vendor cost comparisons

3. Pursue Options to Increase Revenue Stream.

Lead – Leah Schoof

Target - Ongoing

- Consider levies and bonds, including maintenance and operations levies
- Evaluate Conference Center Rentals annually as we cover costs of operation and keep fees affordable for community
- Continue to lease out Professional Building and generate revenue
- Billings
- Pursue grants where applicable to the needs of the District

4. Review and Update Policies & Procedures

Lead – Leah Schoof

Target - Ongoing

Policies:

- Review policies
- Analyze language and applicability
- Generalize information to broadly cover determined area
- Review RCWs / WACs and determine if language is appropriate
- Possible legal review
- Fire Chief review / Board approval
- Document in a manual and/or SharePoint

Procedures:

- Review current procedures
- Analyze for efficiency / accuracy / and if it meets the State Auditor requirements
- Run test analysis and live-time scenarios
- Determine best step-by-step procedures
- Document in a manual and/or SharePoint

Pursue growth and development.

1. Develop and Implement Capital Plan

Lead – Larry Huff

Target - 2011

- Identify capital needs (i.e. engine/aid unit/extrication equipment/stations/tablets)
- Prepare replacement schedule based on expected life cycle
- Based on year of required attainment – set saving schedule to prepare for cost
- Include the option to delay if equipment is determined still qualified for use

2. Expand Billing Services

Lead – Leah Schoof

Target - 2013

- Monitor current contracts (Districts 22, 17, 19)
- Evaluate revenue generated
- Determine staffing necessary to offer this service to other districts
- Motor vehicle collision billings

3. Implement Archiving System

Lead – Leah Schoof

Target - 2012

- Document all current district materials to be archived (district archiving)
- Document locations of materials
- Analyze and review materials
- Create an organizational filing/labeling/storage system
- Review State Archive requirements
- Determine State qualified archive documents
- Apply for biennial State Archiving grant

4. Develop an HR Department

Lead – Leah Schoof

Target – Distant Future

- Based on funding for additional staff

INITIATIVE 5: DISTRICT MAINTENANCE PROGRAMS

Maintain and repair District apparatus and facilities in the most efficient and cost effective manner.

1. Apparatus maintenance/repair program.

Lead – Jack Sharpe

Target – Ongoing

- Develop a report tracking maintenance and repair costs for each apparatus

2. Explore collaborative efforts to provide apparatus maintenance.

Lead – Chief Lingenfelter

Target - Ongoing

3. Consider part-time help for apparatus maintenance as funding allows.

Lead – Chief Lingenfelter

Target - 2013

4. Develop a facility maintenance program.

Lead – Mike Frymire

Target - 2012

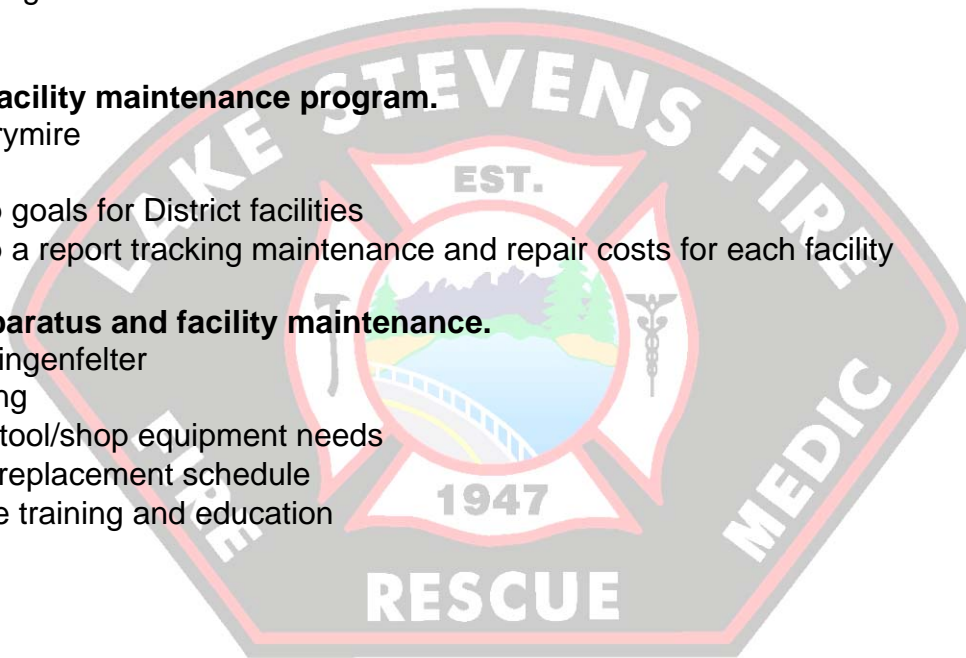
- Develop goals for District facilities
- Develop a report tracking maintenance and repair costs for each facility

5. Sustain apparatus and facility maintenance.

Lead – Chief Lingenfelter

Target - Ongoing

- Review tool/shop equipment needs
- Update replacement schedule
- Evaluate training and education



INITIATIVE 6: EFFECTIVE FIRE SAFETY STRATEGIES

Strengthen partnerships both internally and externally to provide effective prevention practices.

1. Strengthen partnership with City of Lake Stevens and plan for future growth.

Lead – Robert Marshall

Target – Ongoing

- Serve as City Fire Marshal
- Strengthen partnership with regular meetings with City staff
- Work closely with building official and planning department

2. Strengthen partnerships with additional agencies which will benefit fire prevention program.

Lead – Robert Marshall

Target – Ongoing

- Washington State Association of Fire Marshals
- Snohomish County Fire Prevention Association
- International Association of Arson Investigators
- Snohomish County Fire Marshal's Office
- Monroe Fire
- Develop partnerships with neighboring fire districts

3. Further develop Department Safety Team and reduce the number of department safety incidents.

Lead – Robert Marshall

Target – Ongoing

- Meet with Safety Team monthly
- Review and make recommendations on policies based on safety practices and issues
- Conduct incident and injury investigations
- Identify and recommend topics for further education regarding safety issues
- Ultimately track a decrease in department safety incidents

Support and further enhance current prevention programs.

1. Pursue grants where applicable to the needs of the District.

Lead – Robert Marshall

Target - Ongoing

- Research and identify grants available
- Identify District needs in relation to grants available
- Research, assemble and apply for the grant

2. Perform a risk study analysis to determine scope, quantity and repetition of false alarms.

Lead – Robert Marshall

Target – 2012

- Compile and analyze the data
- Determine the risk
- Develop a policy regarding false alarms to educate and minimize the risk

3. Integrate New World into fire prevention procedures.

Lead – Robert Marshall

Target - 2012

- Transfer inspections and billings into the New World system
- Purchase computer tablets for crews to use with inspection program after New World has been implemented

4. Focus on fire sprinkler education.

Lead – Robert Marshall

Target – Ongoing

- Provide the community with information on the benefits of fire sprinklers
- Work with city planning on adjusting sprinkler requirements
- Work with city planning to update codes regarding fire sprinklers

5. Evaluate potential for Level of Service Contributions and Impact Fees on new construction.

Lead – Chief Lingenfelter

Target – 2013

- Update Level of Service Contributions impact fee study conducted in 2007
- Conduct presentation to Commissioners regarding Level of Service Contributions
- Develop and implement policy for impact fees

6. Create a position for an additional inspector to assist in our Fire Prevention Bureau as needs are identified.

Lead – Robert Marshall

Target – Distant Future

- Develop criteria to identify when additional personnel would be necessary
- Secure funding

7. Develop Regional Prevention Bureau including regional prevention functions with neighboring fire districts.

Lead – Robert Marshall

Target – Distant Future

INITIATIVE 7: FIRE AND LIFE SAFETY STRATEGIES

Strengthen prevention education within the Lake Stevens community for all ages.

1. Support Risk Watch Program in elementary schools.

Lead – Alison Caton

Target – Ongoing

- Maintain partnerships with Risk Watch Coalition (LSPD and Everett CC Nursing Students)
- Evaluate student retention of information through pre and post testing
- Invite feedback from teachers to evaluate effectiveness for both students and teachers
- Add Machias Elementary back into the Risk Watch program in the fall of 2011
- Recognize any student “saves” throughout the year

2. Implement Start Safe Program in preschools and daycares.

Lead – Alison Caton

Target – 2011

- Invite local preschools and daycares to participate
- Equip the teachers with necessary resources to teach simple concepts that are applicable
- LSF visits classrooms to reiterate items learned
- LSF installs smoke alarms in preschoolers’ family’s homes as needed

3. Serve and educate our community through various events with consistent messaging.

Lead – Alison Caton

Target - Ongoing

- Community events include:
 - Silvertips Fire Safety Night as requested
 - Change Clocks/Check Batteries at Haggen/Safeway
 - Smoke Alarm Saturdays
 - Showcase Lake Stevens
 - CPR to 8th Graders
 - Health & Safety Fair
 - Aquafest including Pancake Breakfast & Family Fun Fest
 - National Night Out
 - Back to School Fair
 - First Day Back to School
 - Fire Prevention Month
 - Oktoberfest
 - Halloween Festival
 - Dicken’s Fair
 - Tips for Firefighters
 - Station Tours throughout Year
 - Car Seat Checks and Check Events on monthly basis
 - Elementary School Visits
 - Community Appearances as requested

- Consistent messaging includes:
 - Does your family/household have a place to meet outside of your home in case of an emergency? Do you practice your fire escape plan?
 - Do you test your smoke detectors monthly? Do you change your smoke detector batteries twice a year?
 - Always wear a helmet when riding your bike, skateboard, scooter, roller blades, etc.
 - Benefits of fire sprinklers.

4. Develop a Senior Falls Prevention Program.

Lead – Alison Caton

Target – 2012-2013

- Reach one of our “high risk” audiences in our community
- Maintain relationship with our older adults through Ashley Pointe, Hawkins House, and Senior Center
- Create a “Keeping Your Balance” activity set for Lake Stevens’ Hawkins House
- Implement a “Falls Referral” system which allows falls patients to be set up with resources through SCFPA such as minor home repair, meals on wheels, etc.
- Ultimately track a decrease in falls-related calls

5. Perform a Community Risk Analysis.

Leads – Alison Caton / Robert Marshall

Target – 2013

- Identify top injuries in our community
- Gear education appropriately

6. Revamp stock of educational materials and tools.

Lead – Alison Caton

Target – 2012-2013

- Update fire hats and color books and imprint with LSF language
- Update brochures and materials that are dated
- Apply for grants that would allow us to purchase the following educational items:
 - Wheel of Safety - A wheel with removable/customizable slots in order to be a tool that can be used for virtually any educational piece we may choose to focus on
 - Bullex System – A system for training on the usage of fire extinguishers
 - Bike Rodeo Materials

7. Create a Public Information Officer position.

Lead – Alison Caton

Target – Distant Future

- Study PIO related courses and stay on top of PIO techniques
- Build working relationships with media
- Identify costs necessary to fund PIO position
- Allow BCs to focus on duties at emergency scene without interruptions from media
- Provide media with accurate and timely release of information

8. Consider the need for a second educator as LSF grows and partners with additional districts.

Lead – Alison Caton

Target – Distant Future

- Continue to align programs and messaging with surrounding districts in order to facilitate a smooth transition from individual districts to one large one

Maintain and expand partnerships and shared resources which help sustain and enhance our public education program.

1. Partnership with SafeKids.

Lead – Alison Caton

Target - Ongoing

- Share resources and up to date information that pertains to children
- Promote helmet program where SafeKids provides our department with helmets and a \$10 donation on behalf of the consumer keeps the helmets stocked for our community
- Promote car seat check program

2. Partnership with Snohomish County Fire Prevention Association.

Lead – Alison Caton

Target - Ongoing

- Networking with additional agencies within the association sharpens our skills and allows us to learn from each other
- Promote the smoke alarm program which provides us with smoke alarms for our community on an annual basis
- Juvenile Firesetter Program

3. Partnership with Snohomish County Falls Prevention Coalition.

Lead – Alison Caton

Target - Ongoing

- Stay current on the dangers of falls and preventing falls
- Incorporate their field “experts” into our programs as we teach our older adults
- Night light program which provides us with night lights to hand out to participants in our Falls Prevention presentations

4. Build partnership with Granite Falls Fire District 17.

Lead – Alison Caton

Target - Ongoing

- Partner with District 17 in the area of public education and equip their crews to be successful with their community events
- Align public education programs between LSF and District 17

5. Strengthen partnerships with neighboring agencies.

Lead – Alison Caton

Target – Ongoing

- Partner with neighboring agencies in the area of CERT training
- Seek partnerships with additional agencies as opportunities arise