

OLYMPIA FIRE DEPARTMENT

STRATEGIC PLAN 2017-2022



The mission of the Olympia Fire Department is to respond rapidly with highly trained professionals to mitigate emergencies for our community. We are dedicated to reducing risk through prevention, fire and medical education, and disaster preparedness.



Facilitated by



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Executive Summary

Olympia Fire Department, 2017-2022 Strategic Plan

This plan was commissioned under the Fire Chief, Larry Dibble, led by Deputy Chief Greg Wright, and written by the members of the department.

During the life of this plan more than 75% of the Fire Department's chief officers will be newly promoted necessitating the hiring of a significant number of new members.

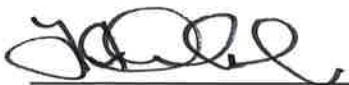
This plan was commissioned to ensure that the citizens of Olympia are served with great quality of care, compassion and professionalism. It defines the current level of programs and services the fire department provides and outlines areas that may be expanded to better serve the community.

The document was developed using best practices with public input and departmental input. Using the input, eight (8) goals were identified and detailed. The overall life safety mission of the Olympia Fire Department must continue uninterrupted throughout the implementation of any goal within this plan. To do anything less, would be a disservice to the community, the city and the men and women of the Olympia Fire Department.

The eight goals are summarized in the following list. The list is in no specific ranking or order.

1. Enhance external communications about the service provided by the fire department.
2. Enhance the public's ability to participate in their own safety by increasing public education.
3. Promote excellence in the Department's members by strengthening career development.
4. Promote physical and emotional resilience within the members of the department.
5. Improve guidance documents to ensure consistency, safety and efficiency.
6. Maximize the effective use of technology to enhance the service delivery of the Department.
7. Use best available response data to determine how units respond to calls for service.
8. Complete a comprehensive facility, equipment, apparatus and other capital component replacement plan.

This plan has been reviewed by the facilitator, the Center for Public Safety Excellence, approved by the Fire Chief, Larry Dibble, the members of the department as represented by International Association of Fire Fighters, IAFF Local 468 president, Larry Smith, and the Olympia City Manager, Steve Hall.



Larry Dibble
Fire Chief



Larry Smith
President, IAFF Local 468



Steve Hall
City Manager

Introduction

Olympia Fire Department (OFD) provides comprehensive response to Olympia’s residents, businesses and visitors through fire suppression, emergency medical services, technical rescue, hazardous materials response, domestic preparedness (response), commercial fire inspections, disaster preparedness education, fire investigation, fire and life-safety education, fire fleet services, and regional training at the Mark Noble Fire Training Center. The department is consistently working to achieve the highest level of professionalism on behalf of those it serves. In 2016 OFD contracted with the Center for Public Safety Excellence (CPSE) to facilitate the organization’s path into the future via a “Community-Driven Strategic Plan.” The following strategic document is written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters.

The CPSE utilized the community-driven strategic planning process to go beyond the development of a document. It challenged the department’s members to critically examine paradigms, values, philosophies, beliefs and challenged individuals to work in the best interest of the team. It further provided the Olympia Fire Department with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of OFD’s external and internal stakeholders’ groups demonstrated commitment to this important project and remain committed to the document’s completion and long term implementation.

This strategic plan, with its foundation based upon community and membership input, reexamines the organization’s pillars of Mission, Values, and Vision. The new plan sets forth a continuous improvement process that offers a road map for a sustainable future.

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STRATEGIC PLAN
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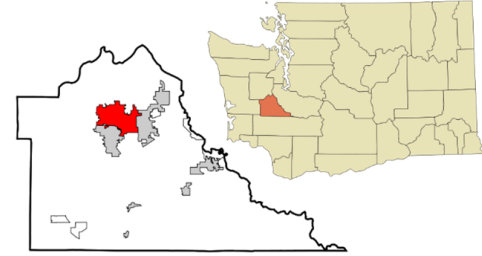
Community and Organizational Background

The City of Olympia is located on Budd Inlet, the southern end of Puget Sound, 60 miles (100 km) southwest of Seattle.

Olympia is the capital of Washington and the county seat for Thurston County. The region is home to several Native American Tribal Nations.

In 1792 Peter Puget and a crew from the British Vancouver Expedition charted the site. Fifty years later in 1846, settlers Levi Lathrop Smith and Edmund Sylvester claimed the town site naming it Smithster after themselves. The town was officially platted in 1850 by Sylvester, and the town name changed to Olympia in recognition of the view of the majestic Olympic Mountains.

In 1851, the U.S. Congress established the Customs District of Puget Sound in Olympia for the Washington Territory. Olympia's population grew from the influx of immigrants from the Oregon Trail and the town was officially incorporated on January 28, 1859.



By Arkyan - My own work, based on public domain information. Based on similar map concepts by lxnayonthemmay, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=2977930>



With the creation of the Barnes' Hook and Ladder Brigade in the early 1850's, the Olympia Fire Department became the oldest organized fire department in the State of Washington. Olympia's firefighting capabilities expanded in 1865 with the addition of Columbia Number 1, the first engine company to be established in Washington Territory. Thirty-four years later the first salaried fireman was hired by OFD, beginning a professional career firefighting department in the City of Olympia.

As population growth and land annexations increased, OFD initiated a three-platoon system, built stations, and added services to their delivery model to meet changing legislation and increasing demands for service. In 1974, the expansion of service continued as Thurston County Medic One was established to provide Advanced Life Support (ALS) medical care. Through an intergovernmental agreement, the Olympia Fire Department began hiring paramedic-firefighters to enhance the department's emergency medical response program. Today the Olympia Fire Department is an all-career agency protecting approximately 50,000 full time residents. During the State's legislative session, the population increases by an additional 20,000 temporary residents. OFD protects a 20 square mile area, with a deployment of a battalion unit, four engines, one truck and two medic units from four fire stations. The department





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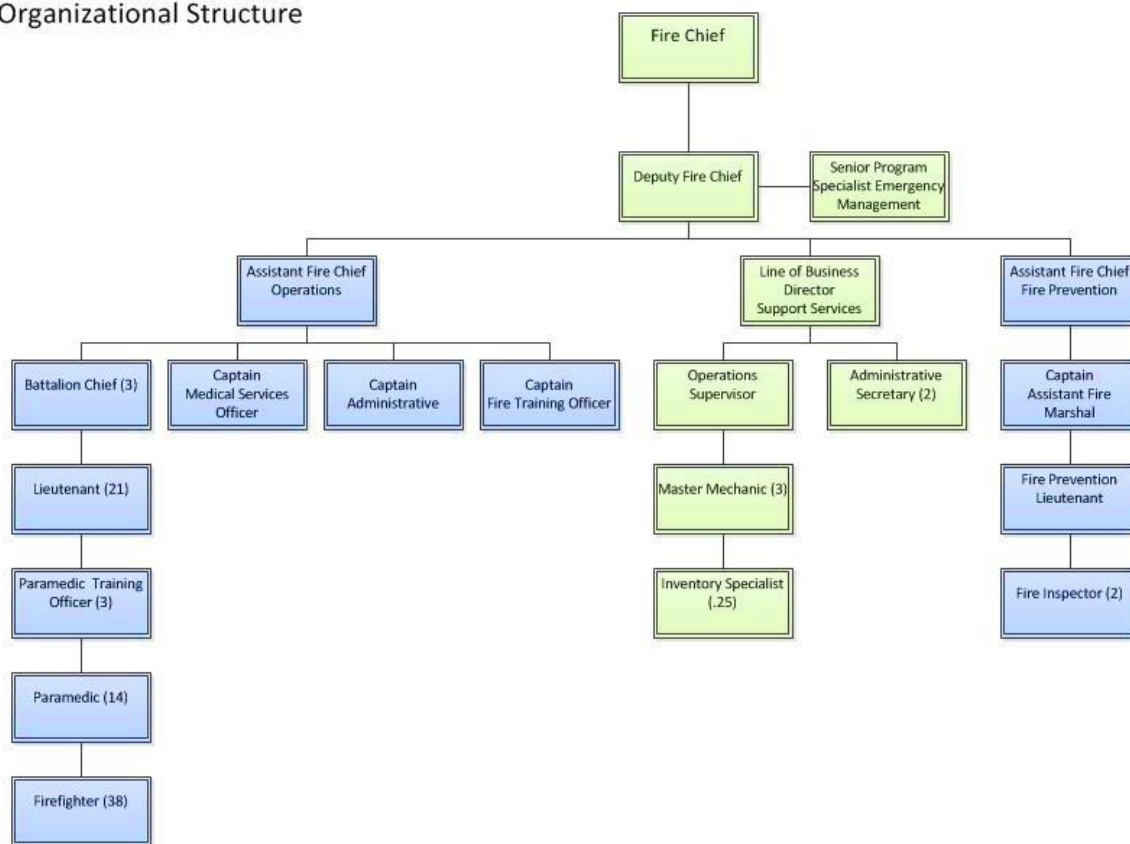
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responds to approximately 11,000 calls (2016 data) per year with total uniformed staffing of 88 and an additional 9 civilians who fill essential roles in support of operations.

The Department will be losing a significant number of senior leaders in 2018-2019. The organizational chart below is accurate through the end of 2017. It is expected that there will be continued changes to the chart in 2018, and again in 2019.

Organizational Structure

Olympia Fire Department
Organizational Structure



Positions in Blue are Represented - IAFF
Positions in Green are Independent

08.03.2016





Community-Driven Strategic Planning

For many successful organizations, the voice of their community drives the operations and charts their course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ In order to ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

Goodstein, Nolan, & Pfeiffer define strategic planning as

*"A continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*²

The U.S. Federal Benchmarking Consortium Study Team, goes on to explain, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also members. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid





Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear ending. While plans can be developed on a regular basis, it is the *process* of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, , and stakeholders through a common understanding of where the organization is going; how everyone involved can work to that common purpose, and how progress and levels will measure success.

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity for, and potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and the department’s external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Chief Dibble and his team for their leadership and commitment to this process.

Initial development of this strategic plan took place in October 2016. More than 50 invitations were initially sent out to a variety of community and agency stakeholders. Representatives from the CPSE hosted and facilitated a 90-minute meeting, attended by 35 of those invited. Of these respondents, 25% were representative of city employees; 23% were representative of city residents; 23% were representative of government; 20% were representative of businesses; and 9% were representative of the healthcare industry. Several participants were representing multiple categories. Those present at the meeting were as follows:

Olympia Fire Department External Stakeholders				
<i>Mike Auderer</i>	<i>Leonard Bauer</i>	<i>Emily Bergkamp</i>	<i>Linda Bremer</i>	<i>Carly Brettmann</i>
<i>Jeff Brewster</i>	<i>Paul Brewster</i>	<i>McKena Brogan</i>	<i>Ken Brogan</i>	<i>Asher Cabe</i>
<i>Chad Carpenter</i>	<i>Rocio Ferguson</i>	<i>Keith Flewelling</i>	<i>Mark Foutch</i>	<i>Susan Gifford</i>
<i>Kurt Hardin</i>	<i>Bob Jacobs</i>	<i>Aaron Jelcick</i>	<i>Stephanie Johnson</i>	<i>Jon Jones</i>
<i>Tim Kennly</i>	<i>Erin Kershnik</i>	<i>Amy Larson</i>	<i>Josh Linn</i>	<i>Meg Martin</i>
<i>Stewart Mason</i>	<i>Roger McIntosh</i>	<i>Denise Pantels</i>	<i>Mark Rentfro</i>	<i>Debbie Sullivan</i>
<i>Valerie Sunby-Thorp</i>	<i>Renee Sunde</i>	<i>Bethany Weidner</i>	<i>Randy Wesselman</i>	<i>Richard Wolf</i>



External Stakeholders Work Session





Community Group Findings

A key element of OFD’s organizational philosophy is having a high level of commitment to the citizens served, as demonstrated in their recognition of the importance of community approval and satisfaction. OFD invited community representatives to provide feedback on services provided.

Community Priorities

In order to dedicate time, energy, and resources to services wanted and needed by its community, the department sought to understand the customer’s priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison. To assure that the results were not influenced by the current administration, the results were compiled by the facilitators using a scoring system based on fire service strategic planning experience.

PROGRAMS	RANKING	SCORE
Fire Suppression	1	235
Emergency Medical Services	2	234
Rescue – Basic and Technical	3	198
Hazardous Materials Mitigation	4	156
Domestic Preparedness Response	5	119
Community Risk Reduction	6	104
Public Disaster Preparedness Education	7	76
Fire Investigation	8	75
Public Fire and Life Safety Education	9	63



External Stakeholders Work Session





Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

The external stakeholders were asked to provide their input on "Community Expectations." They provided written input and ranked their input on a scale of importance. The facilitators used the verbatim comments from the stakeholders as much as possible, but as themes in the comments developed, those comments were grouped together. A number was associated with each comment and a prioritized list developed. To be clear, the number tallied behind each comment does not indicate the number of people who made the comment; the number is a score based on the ranking importance combined with the number of comments. Again, this work was done by the facilitators to prevent biased input from the current administration. To create a better understanding of the expectations of the community, the list was then divided at natural breaking points into 4 categories by the department's strategic plan writing work group. These categories are:

- High number of comments/concern
- Moderate number of comments/concern
- Minimal number of comments/concern
- Infrequent comments/concern

Themes in the first three categories typically represent comments combined from several respondents. Ideas in the final category may only represent one person's specific comment. Individual comments recorded from the public may conflict with one another, no attempt was made to resolve those conflicts





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Community Expectations of the Olympia Fire Department

High Number of Comments/Concern

1. To provide the most timely and effective response to an emergency incident with the resources the department has available. Highly responsive - if there is a fire, medical/vehicle emergency response should be timely, efficient, and highly professional. Quickly respond to emergency calls within a few minutes as possible. I expect the fire department to be timely in their responses to calls for service. (89)
2. To maintain the highest trained ranks of firefighters/EMTs and paramedics with the best standards of training possible. Be professionally trained and competent to respond to critical incidents/ natural disasters. (46)
3. To provide continuous leadership and education on public safety related to disaster preparedness and first aid/CPR. Providing broad training to the community on fire safety and basic emergency medical response should be a core service. Educate youth about fire safety and first aid. Education of natural/terrorism disaster. (46)

Moderate Number of Comments/Concern

4. I expect the department to extinguish/suppress fire immediately. Put out fires! This is the only function that has no overlap with others serving the community. (40)
5. Through fire code enforcement, buildings should be protected through preventative measures - not only to protect the building but the people in those buildings. Keeping local businesses and contractors accountable to the laws regarding fire and safety - Prevention. (26)
6. Emergency response. Emergency response to fire and other disasters. I would expect that the department would be able to respond to an emergency 24-7. This includes adequate personnel and equipment to respond. (26)

Minimal Number of Comments/Concern

7. Assist those experiencing medical emergencies - 911 - quickly, thoughtfully, and respectfully. (16)
8. Professionalism. Highest professional standards both technically and in its interactions with the public and other public safety agencies. (13)
9. Good steward of the public funds. Efficiency, including both cost minimization and maximization of outside revenues. (13)
10. Continue to leverage partnerships and sharing of resources across jurisdictional boundaries. Medic One is a model example. The department should partner well with other jurisdictions and prepare





regionally for large-scale disasters. Coordinate/collaborate with all other agencies/entities necessary to accomplish all of the above. (12)

11. I expect safety for employees, citizens, and property to be a top concern of fire personnel. Save lives via rescue, Medic One, etc. Save property - fire suppression and prevention. (11)
12. Communicate to all residents, businesses, and visitors in Olympia how they can reduce risk of hazards, respond to them if they occur, and reduce the cost or injury that may result from them. (10)
13. I expect the fire department to perform their core competencies to the best of their abilities. Core competency: fire suppression, rescue, and HazMat. (9)

Infrequent/Occasional Comment/Concern

14. Knowledge, preparation, and ability to take appropriate actions to address emergency situations. (5)
15. Service the community with respect and humility. (5)
16. Responsiveness. (5)
17. High-quality service on medic and fire calls. (5)
18. Preservation of human life – responsive (5)
19. I would love to see every business/development project walk away from their planning experience (which includes representatives from fire) feeling appreciative of our customer service efforts and focus to provide solutions. (5)
20. I expect the staff of the department to have a clear understanding of their roles and responsibilities in the community. (4)
21. Medical response/transportation in life-threatening emergencies. (4)
22. Vision and commitment to predict, plan, execute, and respond to future challenges. (4)
23. I expect that the fire department will not wander from their core competencies to the point that it negatively impacts their ability to complete the core mission. (4)
24. Work with social service agencies to learn what resources are available to assist citizens with alternatives as well as be sensitive to cultural diversity (mental health, drugs, language, age, color, gender...). (4)
25. Proactive support in developing emergency response plans for our organization. (4)
26. To provide timely responses to all areas of the community balanced with demand. (3)





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27. Ensure that buildings, events, and other parts of our physical environment in Olympia minimize the risk of fire and other hazards. (3)
28. I expect the staff to know how to do their jobs well. (3)
29. Evaluation/inspection of existing structures. (3)
30. Connection to the community (live in the city limits). Public service - be visible in the community, volunteer work. (3)
31. I expect the fire department to utilize excess capacity to fulfill non-mission critical community-oriented services. (3)
32. Reflect the demographics of the community in terms of firefighters and support non-traditional firefighter personnel to maintain a level of readiness and preparedness. A firehouse where all firefighters treat one another with respect. (3)
33. Work cooperatively with law enforcement to avoid redundancies in 911 responses, to problem solving wasteful uses of EMS in our downtown area. (2)
34. I would expect the department to debrief after all responses (emergency) to determine how it can continue to improve. (2)
35. Use downtime in the firehouse in a way that grows firefighters as contributing members of the community and benefits the community. (2)
36. Thorough, honest, ongoing evaluations of alternative ways of delivering services. (2)
37. I expect fire personnel to always act as a professional. (1)
38. Community education comes last - it feels like this could be outsourced to other state agencies or Red Cross. (1)
39. Plan an active role in identifying and weighing in public dangers coming from corporate activities. (1)
40. Use of citizens with relevant backgrounds to review and make recommendations on various operations (fire consultants). (1)
41. Work/enlist community for help with budget requests. (1)
42. Be compassionate, caring, helpful. (1)





Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may be perceptions based upon a lack of information or incorrect information.

The external stakeholders were asked to provide their input on “Areas of Community Concern.” They provided written input and ranked their input on a scale of importance. The facilitators used the verbatim comments from the stakeholders as much as possible, but as themes in the comments developed, those comments were grouped together. A number was associated with each comment and a prioritized list developed. Again, this work was done by the facilitators to prevent biased input from the current administration. To create a better understanding of the expectations of the community, the list was then divided at natural breaking points into 4 categories by the department’s strategic plan writing work group. These categories are:

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OLYMPIA FIRE DEPARTMENT

2017 - 2022 Strategic Plan

Areas of Community Concern about the Olympia Fire Department

High Number of Comments/Concern

1. I am concerned that the FD does not use the most cost effective means of deployment for services (ex. ladder truck for aid). If the department chooses to focus on medical/EMS, then I would expect them to look for more efficient delivery models, i.e. smaller vehicles, peak-load staffing, etc. Perception of "overkill" when responding to certain calls. We fund Medic One to respond to emergencies. When the ambulance shows up, why do we need a fire truck too? It should be either/or. (35)

Moderate Number of Comments/Concern

2. I am concerned about an over-allocation of EMS resources being directed to resolving homeless population incidents, such as mental health issues. Both fire and law enforcement are becoming increasingly responsible to fulfill services that should be handled by social service and mental healthcare providers. I am concerned that the FD is being deployed for matters more appropriately handled by social services. (19)
3. Fire personnel are overburdened by responses to nursing homes, assisted living, and non-emergency medical requests. I am concerned about overuse of the EMS system as they are heavily used for medically frail in nursing homes and ALFs as well as victims of self-inflicted wounds like intoxication and overdose. (17)
4. I think you need increased funding to support general fire services. Lack of proper funding. (16)
5. Lack of educated and trained staff. What type of training is provided for fire/medic personnel to build understanding of cultural differences? (15)
6. Not enough public training for domestic/natural disaster. Emergency management preparation. (14)
7. Ability to survive and respond effectively in case of mega-disasters, whether natural or manmade. Ability to respond in a coordinated fashion with law enforcement and other agencies in the event of a disaster or security event. (14)
8. Fiscal costs of maintaining a first-rate fire department. Proper funding to be able to meet the community's many needs. Appearance of having to have the "best" equipment at any cost. (14)
9. Will traditional vehicle-based response be slower over time due to congestion on the streets? Traffic congestion in responding to emergencies. (13)





10. Need for more integrated services with police and other community partners. Collaboration with other city departments - Us and them approach to solving problems. Better coordination with police and prosecution on investigations/response relating to criminal matters. (12)
11. Outlying areas response time to fire and medical emergencies. Are there areas in Olympia where response time is an issue? What is being done about this? (12)
12. While reducing risk is critical to our safety, finding solutions that are cost effective and reasonable from a development standpoint are critical to our future projects. Effect of mandatory fire suppression/prevention costs on the affordability of buildings (economic development). (12)
13. Communication between our organization and the department can be challenging - it would be great if there was better integration between the Thurston County departments (Oly, McLane, etc.) so that emergency plans can be better coordinated. Communication gap between fire staff and city staff. (12)

Minimal Number of Comments/Concern

14. Is succession planning underway to ensure they can adapt as retirements increase? Is there a plan for leadership succession? Losing our long-time staff to retirement. (8)
15. Are there enough resources to minimize the risk of fire and other hazards? Does the fire department have the resources necessary to address response time and training needs? (7)
16. I am concerned the FD may not have the staff and resources available to be most effective in the community. Do you need more staff/right kind of staff? (6)
17. I am concerned that building code enforcement loses site of their role in supporting/being solution oriented when working with developers/contractors. (5)
18. Making sure they remain healthy and safe and effective as the workforce ages. (5)
19. Limited scope of service provided to mentally ill and other marginalized populations. (5)
20. EMS accuracy of ALS to BLS downgrades. (5)
21. Maintain positive image with the public. (5)
22. Toxic exposure. (5)
23. I'm concerned that the fire department first responders do not always take my clients medical concerns seriously due to challenging behavior/frequent use of emergency services. (5)
24. Keeping up with technology and new equipment. (5)





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25. With building codes and sprinkler systems in place, can it be that the instance of fire is lower? Has medical treatment taken up the slack? Or are there other community needs the OFD can begin to address? (5)
26. Earthquake preparation advice has been seriously inadequate, e.g. 3 - 5 days' worth of food and water is way too little. (5)

Infrequent/Occasional Number of Comments/Concern

27. Appropriate use of budget funds! (4)
28. As many pension systems become insolvent or defunct, I'm concerned with the financial health of the retirement program as we all live longer. (4)
29. Lack of resources put into youth education, i.e. first aid and fire prevention. (4)
30. Politics between Medic One and the two hospitals in Olympia. (4)
31. Traffic safety, particularly around schools, is a critical issue that involves many agencies, including police, city, fire, etc. Hopefully your department will continue to have a voice on potential solutions. (4)
32. When the City of Olympia calls the fire department for input - say on opening new road connections, the department should make an independent evaluation and represent clearly whether what the city is looking for is necessary from the department's view of priorities even when the city is using "fire protection" as an excuse to do something not needed for fire protection. (4)
33. Focus resources in most critical areas. (4)
34. I am concerned that the stigma associated with my shelter clients (mental illness/substance use) will affect the care they receive in an emergency/crisis. (4)
35. Data on service delivery have been badly inflated in the past, e.g. fire calls have not been broken down to show actual fires vs. routine trips to accident scenes "just in case." (4)
36. Can the department effectively get communication out through many new media that are available? (i.e. can adapt and take advantage?) (3)
37. Investigation of fire origin is necessary to prevent future problems (and reporting cause to media organizations). (3)
38. More focus to be put on service of public in non-traditional ways. (3)
39. Do you need more dynamic assets to enhance fire response? (3)





40. That they may listen more to people who want to suck up to them, as compared to a more critical sector. (3)
41. Reduce/eliminate non-essential program areas. (3)
42. Efficiency of firefighter work schedules. (3)
43. Seeing fire vehicles and personnel at grocery stores doing personal shopping. (3)
44. I am concerned that there is no mention of a program working to mitigate/prevent the use of emergency services for mental health related issues. (3)
45. Question: What partnerships are there? Red Cross, volunteer FDs, regional aid, etc. (3)
46. There must be regular review/accountability tracking for OFD effectiveness. (2)
47. Have the FD viewed as an employer of choice - i.e. small turnover. (2)
48. Vehicle and equipment upkeep. (2)
49. I am concerned that I haven't come to speak to your department about homelessness/mental health issues. That's as much on me! (2)
50. Outreach and education efforts must be MODERN and up-to-date taking advantage of electronic info dispersal. (1)
51. Personnel not working too many shifts/hours, etc. (1)
52. Routine inspections of homeless camps missing the agenda. (1)
53. Are firefighters safer now, less safe during response interactions? Why and how to improve (1)
54. Relationships with the state organizations, e.g. state capitol, parks, DES, etc. (1)
55. Why don't we charge for all medic runs and tap into insurance reimbursement? (1)





Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

The external stakeholders were asked to provide their written input on "Positive Community Feedback." Those comments are listed verbatim below in no particular order. There was no attempt to group or combine these comments. Individual comments recorded from the public may conflict with one another, no attempt was made to resolve those conflicts.

Positive Community Comments about the Olympia Fire Department

Individual Comments

- Competent and proficient.
- Quick response times.
- High public image.
- Community values.
- Active in the community.
- Fire departments throughout Thurston County have a solid reputation, OFD is no exception.
- Responses (both emergency and non-emergency) are excellent.
- Very good response times.
- Very community minded, involved.
- Wonderful effort to engage with and be a positive influence in the community.
- Great organizational reputation and culture.
- Interaction with the community always appears to be top notch.
- In my limited knowledge, response times seem to be first class.
- Authentic kindness.
- I would like to commend the department for being proactive with the schools to promote safety. This fall on the first day of school, it was splendid to bring a child to school (contest winner) on a fire truck.





- I also want to commend your staff for being so warm and welcoming. I have been in my current role in Olympia for about a year and have been impressed by responses at my place of business and those I have seen at meetings.
- The department is very well organized and is connected to the community.
- They have excellent leadership.
- They communicate and interact well with allied agency partners.
- Excellent responses.
- Unwavering dedication to duty.
- Your job is difficult/dangerous and you deserve optimal support.
- Your equipment looks great and your staff is well trained.
- You welcome the community into your management meetings.
- Professional.
- Committed.
- Continually improving and looking forward.
- OFD has earned and deserves the strong support of citizens and city leaders.
- OFD understands value of staying abreast of threat trends and technical/professional advances.
- OFD values more than “just the basics” reaching out to learn from and educate the public.
- They are putting leaders in place to lead OFD to success in the future.
- Quality equipment and facilities.
- They hire quality caring staff.
- They are striving to align resources with strategy.
- Beginning to reach out to other city departments to better serve the community.
- Professional anytime I see a member of OFD in public, I am impressed with their professionalism.
- Equipment always looks squared away.
- Office staff always helpful with any questions.
- Excellent response times.





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- Terrific professionalism and respect shown to even the “unlovely.”
- Supportive of each other – good collegiality it seems.
- They enjoy the respect and high regard of the community.
- Timely response, thanks guys!
- Medical response has been excellent in my experience.
- Professional services no personal bias.
- Equipment seems up to date.
- Appropriately staffed.
- I think our FD makes every effort to preserve personal property when possible.
- Our FD is a great representative of shared responsibilities amongst government spending entities.
- I think the FD is a great face of the community at community events and a shining example of public service.
- Clear communication channels within, and between governments, and good explanation too public when fires occur.
- Response to fire and medical emergencies is fast and professional.
- Interactions of personnel with public are unfailing positive, and respectful.
- Highly responsive – if there is a fire or medical /vehicle emergency response, they are timely, efficient, and highly professional.
- Community oriented and strong partnerships with other organizations and non-profits.
- We have a strong department – keep up, the great work.
- Olympia Fire Department personnel are well trained and very professional.
- Community involvement.
- Inspection process.
- Emergency response – fire/injuries/etc.
- Dedication of work, helpful and hardworking.
- The OFD has been an outstanding presence in our community as well as the developmental community.





- The programs and information made available upon request is very helpful.
- OFD equipment and staff are very well presented under current budget shortfalls.
- Always open to questions and feedback.
- Very courteous.
- Strong leadership, looking to the future of the department and citizens of Olympia.
- Education programs provided to the community and city staff.
- Staff is easy to interact with, and open to discussing topics/issues.
- We have had great, respectful interactions with the fire department and have worked collaboratively to support high needs street people. We can always do more!
- I trust OFD personnel more than other departments (OPD, contracted ambulances) to treat our clients with respect and dignity.
- Thank you for saving some of our guests lives.
- Community outreach is fantastic! Have been to several public places where a fire truck will appear just so kids can ask questions and tour the truck.
- Appreciate keeping businesses up to fire code for everyone's safety.
- Great concern for public safety.
- Well trained.
- Interacts well with public.
- The OFD has always responded quickly to all calls that we have had.
- Great communications and the willingness to support the safety programs we provide.
- Strong on inspections and helping us identify areas of improvement.
- Awesome response times! At our business location we are a gathering place for large crowds and the response time when called is between 4-8 minutes. Keep up the good work.
- Social media presence is great. Love public engagements.
- You are all good folks that care deeply about what you do. Thank you for keeping us safe.
- I see OFD staff at different community events – interacting in a positive manner, regarding education and sometimes “fundraising” social service organizations.





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- Feedback is positive especially regarding work with schools.
- Excellent improvements and enhancements overall – building, training, etc.
- Our fire department has a great attitude! Everyone is positive and supportive, whether at a meeting or in an emergency.
- We have received excellent service on a fire call and medic calls.
- Personnel have been friendly, professional, and positive.
- Fire stations are more attractive than other city buildings, especially city hall.
- They have started communicating better with the public about fires that occur – when, where, and even why - in a speedy fashion. Very important!
- The firefighters are seen as honorable and competent; their views about safety will be listened to and they should be more aggressive about making them known.
- They offer some services at the firehouse - blood pressure machines, etc.



External Stakeholders Work Session





Other Thoughts and Comments

The Community was asked to share any other comments they had about OFD or its services. The external stakeholders were asked to provide written input on “Other Community Comments about the Olympia Fire Department.” Those comments are listed below in no particular order. There was no attempt to group or combine these comments. Individual comments recorded from the public may conflict with one another, no attempt was made to resolve those conflicts.

Other Community Comments about the Olympia Fire Department

Individual Comments

- I do not live in OFD’s area of operations, but the department has struck me as professional and committed to public service.
- Thank you for everything you do to keep this community safe. I appreciate being a part of this process!
- Thank you for inviting my feedback.
- Proud of you and the work you do.
- The stress and danger you experience must be long term supported for you and your families.
- I am very proud of our fire and EMS services. They add great value to this community.
- Thanks for the opportunity to provide input.
- Keep up the exceptional work!
- I would like to make myself available to the department for training related to street people, mental illness, substance use and overviews of our program at the Interfaith Works Emergency Shelter.
- I would also recommend that OFD look into the community paramedicine program in Bellingham – great measurable outcomes.
- OFD is awesome!
- Very happy with quality of OFD. Our community is fortunate to have the professionals that serve us on the OFD.
- Keep on pushing/training on emergency preparedness for the public.
- Thanks for your dedication.
- Thanks again for all you do! It takes everyone from the team – administrative assistants to all EMS services to do what you do well.





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- There is a reason we've got a "2" ranking/rating.
- How do we deal effectively with "frequent flyers" (people who live alone and don't have life-threatening issues, but who call often)?
- Will we have enough trained personnel to take over after retired staff leave?
- What does accreditation do for us? and what does it cost? – Do the benefits justify the costs?



External Stakeholders Work Session





Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to evaluate and discuss the organization’s approach to community-driven strategic planning. The focus was the agency’s mission, values, core programs and support services, as well as the organizations perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by the broad organization, as named and pictured below.

Olympia Fire Department Internal Stakeholder Representatives

Kevin Bossard Captain - AFM	Rob Bradley Assistant Fire Chief – Fire Marshal	Jim Brown Captain - MSO	Mike Buchanan Assistant Fire Chief – Operations
Todd Carson Captain – Training	Tristan Mundwiler FF - Paramedic	Larry Elliott Fire Mechanic	Shelley Flaherty Line of Business Director
Reid Hamlet Firefighter	Russell Hermann Lieutenant	Rick Leo FF - Paramedic	Kate McDonald Captain - ESO
Pat Noonan Battalion Chief	Greg Rightmier Lieutenant	Matt Rios PM Lieutenant	Larry Smith Lieutenant
Jason Waters Lieutenant	Greg Wright Deputy Fire Chief	James Young Battalion Chief	Stephanie Zink Administrative Secretary



Agency Internal Stakeholders





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Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

The current OFD mission statement was formalized in 1994 and was updated in 1998 when Larry Dibble became Chief of the Department. It reads:

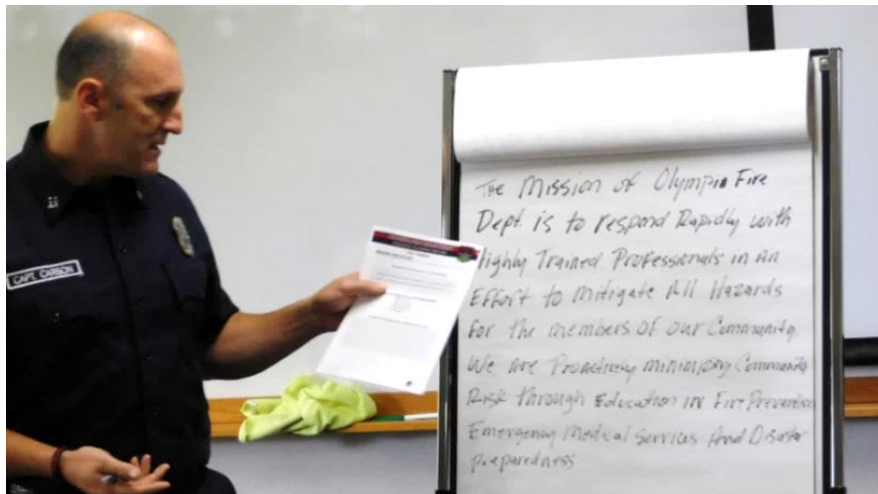
PREVENT HARM... to People and Property

THRIVE... Personally and Organizationally

BE NICE... Whenever Possible

The new Mission statement builds on these past 20 years of success. As part of the strategic planning process, an internal workgroup met to re-craft the mission statements as follows:

The mission of the Olympia Fire Department is to respond rapidly with highly trained professionals to mitigate emergencies for our community. We are dedicated to reducing risk through prevention, fire and medical education, and disaster preparedness.



Internal Stakeholders Work Session





Values

Values embraced by all members of an organization are extremely important, as they symbolize the features that make up the character of the organization. The agency's internal stakeholders agreed to the following:

Professionalism - *Commitment to excellence*

Integrity - *Accountable to the community and each other (Teamwork)*

Stewardship - *Protecting the public's trust and resources*

Compassion - *Serving our community with respect, empathy, and kindness*

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Olympia Fire Department are guided by them in their day-to-day tasks, objectives and goals.

Motto

Mottos, encapsulating the ideals guiding an institution, are a good way to assure that the mission and values are lived out by its members each day. ***Be Nice – Be Ready – Be Safe*** has been in place in the Olympia Fire Department for over 20 years. While the mission and vision have been refined over time, the motto remains a powerful way to remind members of our commitment to the citizens of Olympia and to each other.





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Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as the services that enable the organization to deliver these programs. Internal stakeholders developed the program and services list and the supporting agency/services list. The list is essentially verbatim as compiled by the facilitators but, when needed, additional words have been added by the strategic plan writing group to clarify the meaning. There is no ranking or order in the following lists.

Core Programs of Olympia Fire Department

Fire Suppression	Emergency Medical Services	Rescue – Basic and Technical
Hazardous Materials Mitigation	Domestic Preparedness Response	Public Disaster Preparedness Education
Fire Investigation	Fire Prevention - Occupancy Inspection Program	Public Fire and Life Safety Education
Fire Fleet Services	Regional Training Center	

Supporting Partners of Olympia Fire Department

City of Olympia Departments	Dept. of Health	DOE
TCOMM 911	Thurston Co Medic One	EPA
Law enforcement	Mutual /Automatic aid	ORCA
Thurston Co. SORT	Public Safety Testing	JBLM
Information Technology	FEMA	State Fire Marshal
Department of Homeland Security – Region 3	Thurston County Emergency Management	County and State Fire Chiefs' Associations
Private Ambulance	State Emergency Management	Alcohol Tobacco & Firearms
IAFF Local #468	Social Services	Intercity Transit
Washington State Firefighters	Port of Olympia	Hospitals
Bates Technical College	Puget Sound Energy	US Coast Guard
School system	Chaplain	Airlift
Labor and Industry Department	Non-Government Organizations	Vendors





S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed for a department to candidly identify its positive and negative attributes. Internal stakeholders participated in this activity to discuss record within a separate document their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it's capable of providing the services required by the community and to ensure that strengths are consistent with the challenges facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the agency's strengths.

Weaknesses

For any organization to move progressively forward, it must not only identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather day-to-day issues and concerns that may slow or inhibit progress.

Opportunities

The opportunities for an organization first depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities beyond the traditional service area.

Threats

By recognizing threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization.





Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps. Internal stakeholders developed the critical issues and service gaps list. The list is essentially verbatim as compiled by the facilitators but when needed, additional words have been added by the strategic plan writing group to clarify the meaning. There is no ranking or order in the following lists.

Critical and Service Gap Issues Identified by the Internal Workgroups	
- External Communications	- Service Delivery
- Emergency Communications	- Workforce Deployment
- Training	- Career Development
- Technology	- Health and Wellness
- Accountability	- Data Collection
- Performance Evaluations	- Population Growth
- Non-emergent social needs	



Internal Stakeholder Work Session





Strategic Initiatives

The Strategic Initiatives identified must be understood within the current context of the Department. Olympia Fire Department will be experiencing a significant change in leadership beginning in 2018 and progressing through 2020 at a minimum. Where Strategic Initiatives and goals can be described as optional, the transition of command within the senior leadership is not optional. Additionally in 2017/18, the department received federal funds through the AFG SAFER grant program to pay for the hiring of six new firefighters to staff a new adaptive response unit. Acceptance of grant funding mandates specific actions that will tax the department's management. Additionally, justification of the program to the Olympia City Council will be required in order to receive permanent city funding for these positions when the grant expires.

Any implementation of optional/elective Strategic Initiatives must be carefully considered through the view of the absolute requirements of transition of command and the implementation and future funding of the six positions.

Having reviewed the department's critical issues and service gaps, the following strategic initiatives were identified as the foundation of the goals and objectives. Internal stakeholders developed the Strategic Initiatives list. **There is no ranking or order in the list.**

Strategic Initiatives		
External Communications	Professional Development	Health and Wellness
Performance Management	Technology / Data	Service Delivery
Public Education	Resource Management	





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Goals and Objectives

To achieve the intent of OFD's Strategic Plan, realistic goals and objectives with timelines must be established. This plan, when implemented will enhance our strengths, address our weaknesses, and provide a clear direction in response to the community's concerns. Once a goal is initiated it should become a primary focus of OFD's efforts. Work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs change.

Goal, Objectives and Action Plans

From Fire Department Strategic Planning, Second Edition, Fire Engineering:

Goals document the final outcome that is desired. Then generally start with the word "To."

- *To increase public education in Fire and Life Safety*

Objectives are specific events or broad steps that need to be completed to reach the Goal. They can/should begin with the word "To."

- *To reach all new businesses with annual community education programs*
- *To reach all neighborhoods with annual community education programs*

Objectives are not the individual steps needed to reach the desired outcome. The steps are in the Action or Work Plan.

Action and Work Plan describes the task level work that is needed to reach the Objective. The work plan, developed when the Department undertakes any specific objective should be very detailed, time bound and easily reported or tracked.

- *The curriculum for the education program must be developed*
- *The delivery method for the program must be defined*
- *The instructor(s) for the program must be identified and trained*



Internal Stakeholders Work Session





The internal stakeholder group used the eight strategic initiatives to produce eight goals with a varying number of objectives. These goals are in no particular order. After the adoption of the plan it will be up to the department to choose areas of the goals/objectives to pursue.

The following eight goals are broad categories of work which could consume a significant amount of the department's available time and resources. The strategic goals are dynamic in nature and intentionally presented in a broad context. The first step in moving forward will be to complete a thorough review and analysis of the goal/objective and its associated critical tasks.

The following are the eight goals identified by the internal stakeholders and an initial outline of critical tasks, timeframe and funding/budget.

GOAL 1

TO ENHANCE OFD'S CURRENT EXTERNAL COMMUNICATIONS PROGRAM TO INFORM THE COMMUNITY ON OFD'S SERVICE DELIVERY

Target Audience /Concept: Public Information - General information for the community served by OFD

Objective 1A

To utilize a communication committee in order to identify current models and best practices relative to needs

Action Items

- Develop a committee to include OFD Admin/ Department members, subject matter experts

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 1B

To identify and analyze current external communication deficiencies and strengths

Action Items

- Complete an inventory of current communication systems utilized by the department and identify currently used media to determine gaps
- Conduct a needs assessment to identify current and future system(s) needs and identify potential communication platforms, options, opportunities that improve communication delivery (for example social media, traditional media, direct delivery)

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 1C

To develop policy and criteria to guide communication distribution, retention, and archival requirements

Action Items

- Write the policy
- With support from the city's subject matter expert (SME), determine best records management system (retention / archival)
- Write training curriculum

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 1D

To identify all aspects of communications program cost

Action Items

- Determine any staff costs (FTE)
- Identify any hardware / software costs – equipment & subscription
- Identify any training costs
- Identify any potential maintenance – life cycle costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





Objective 1E

To implement a comprehensive communication program; evaluate and modify as needed

Action Items

- Deliver the program curriculum to members
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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GOAL 2

TO ENHANCE OFD'S CURRENT PUBLIC EDUCATION PROGRAM TO INFORM AND EDUCATE THE COMMUNITY

Target Audience/Concept: Citizen Preparedness - Specific information on how the community served by OFD can participate in their own safety

Objective 2A

To identify and analyze current public education deficiencies and strengths using selected OFD personnel in fire prevention, emergency medical services and emergency management.

Action Items

- Conduct a needs assessment to identify current and future system(s) needs and identify potential public education platforms, options, opportunities that improve education delivery

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 2B

To build an education program to address fire prevention, emergency medical education and emergency management topics

Action Items

- Identify target audiences
- Write a plan/program to include all aspects of public education
- Write training curricula

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





Objective 2C

To identify all aspects of public education program cost

Action Items

- Determine any staff costs (FTE)
- Identify any hardware / software costs – equipment & subscriptions
- Identify any printed material costs
- Identify any training costs
- Identify any potential maintenance – life cycle costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 2D

To implement a comprehensive public education program; evaluate and modify as needed

Action Items

- Deliver program curricula to target audiences
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





GOAL 3

TO IMPLEMENT A PROFESSIONAL DEVELOPMENT PROGRAM THAT WILL PROMOTE EXCELLENCE AND GUIDE MEMBERS THROUGHOUT THEIR CAREER

Target Audience/Concept: Training for professionalism - Specific information on how members participate in personal career development

Objective 3A

To utilize a committee in order to identify current models and best practices to balance the needs of the department and the members

Action Items

- Develop a committee to include OFD Admin/ Department members, subject matter experts

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 3B

To identify and analyze the components of a professional development program

Action Items

- Review current job descriptions with Human Resources
- Research applicable NFPA Standards and national professional development models

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 3C

To create core competencies and position task books for all positions

Action Items

- Perform gap analysis of current position in relationship to identified components
- Select core competency and requirements for each position to identified needs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





Objective 3D

To develop a professional development program and training model/program

Action Items

- Using the core competencies for each position to create a professional model for the positions of: Firefighter, Paramedic, Paramedic Lieutenant, Inspector, Lieutenant, Captain, Battalion Chief, Assistant Chief and Acting Officers
- Consult with Labor Management Team

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 3E

To identify all aspects of program cost

Action Items

- Determine any staff costs (FTE)
- Identify any training costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 3F

To implement a professional development program

Action Items

- Deliver the program curriculum to members
- Review & evaluate implemented program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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GOAL 4

TO DEVELOP A COMPREHENSIVE HEALTH AND WELLNESS PROGRAM THAT ENSURES THE PHYSICAL AND MENTAL WELL-BEING OF OLYMPIA FIRE DEPARTMENT MEMBERS

Target Audience/Concept: Protecting Investments - Specific information on how the fire department can facilitate the well-being of the members

Objective 4A

To utilize a Health and Wellness committee(s) to identify current models and best practices

Action Items

- Establish a Health and Wellness committee

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 4B

To identify current level of participation with the IAFF/IAFC Wellness Initiative

Action Items

- Define IAFF/IAFC Health and Wellness benchmarks relevant to the department

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 4C

To explore other medically appropriate screening (cancer, cardiovascular screening, and nutritional education, occupational illness) to add to our annual medical evaluations

Action Item

- Determine if any gaps exist with the current provider in the ability to cover the proposed upgrades
- Determine financial impacts of changes to annual medical evaluations

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





Objective 4D

To conduct annual physical fitness evaluations consistent with the IAFF/IAFC Wellness initiative

Action Items

- Identify gaps that may exist with current evaluation method, relative to the Wellness Initiative
- Study the feasibility of external vs. internal evaluators
- Determine any resource needs to meet the objective
- Design and re-implement an annual physical fitness evaluation program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 4E

To implement a Mental/Behavioral health education and support program

Action Items

- Identify resources and/or providers for providing mental/behavior health education and support to include suicide prevention
- Design and implement an educational/training program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 4F

To design an injury and cancer prevention education program

Action Items

- Identify resources and/or providers for injury and cancer prevention education program
- Identify frequency and type of training relevant to injury prevention
- Collaborate with equipment committee on proposed safety features for apparatus and stations
- Design and implement an educational/training program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 4G

To identify any alternative revenue sources for components of the Health and Wellness program

Action Items

- Seek grant opportunities to provide for alternative funding source
- Secure funding as needed through contract negotiations
- Investigate individual insurance funding as an alternative approach to meeting the objective

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





GOAL 5

TO DEVELOP GUIDANCE DOCUMENTS THAT CREATE A SAFE AND CONSISTENT WORKPLACE ENVIRONMENT

Target Audience/Concept: Training for proficiency - Specific information on how OFD maintains safety, consistency and effectiveness across assignments

Objective 5A

To implement the new OFD Mission and Vision Statements, Values and Motto

Action Items

- Develop a branding campaign for the new material and its connection to the previous statements
- Deploy the new OFD Mission and Vision Statements, Values and Motto

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 5B

To update the OFD Vision Manual to ensure that it still reflects OFD's values

Action Items

- Review and take input at the company level relevant to the vision manual
- Redeploy vision manual

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 5C

To develop necessary SOGs/SOPs to ensure OFD safety and consistency

Action Items

- Review current SOGs/SOPs pertaining to safety and consistency and identify gaps
- Develop new SOGs/SOPs
- Utilize the labor management process for the approval of any new SOGs/SOPs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 5D

To train and implement any new SOG's/SOP's

Action Items

- Ensure personnel are trained in the new SOGs/SOPs
- Implement new SOGs/SOPs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





GOAL 6

TO IMPROVE THE EFFICIENCY OF OFD OPERATIONS THROUGH THE USE OF TECHNOLOGY

Target Audience/Concept: Resource Management – Technology Use

Objective 6A

To utilize a committee in order to identify current strengths and weaknesses of existing technology systems

Action Items

- Develop a committee(s) from user groups

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 6B

Implement gap analysis of technology applications to enhance efficiency and compliance with best practices

Action Items

- Identify any applicable federal, state or local requirements
- Determine specific technology needs of the department

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 6C

To identify all aspects of technology costs

Action Items

- Determine costs for equipment, software, maintenance, subscriptions and administrative costs
- Evaluate funding sources (i.e.: grants, general fund, etc.)

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 6D

To implement identified technology improvements/applications

Action Items

- Develop and deliver training curriculum for the specific applications
- Deploy applications
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





GOAL 7

TO USE BEST AVAILABLE RESPONSE DATA TO DETERMINE RESPONSE CONFIGURATION AND RESOURCE ASSIGNMENTS

Target Audience/Concept: Decision Making - Using data to manage responses

Objective 7A

To correlate response management data with perceived needs

Action Items

- Review area response data
- Review current resource utilization/deployment

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 7B

To develop a response management plan to meet identified needs

Action Items

- Develop or modify existing plan/resource to mitigate the identified need
- Create the performance standard matrix for the new deployment

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 7C

To identify funding options for all aspects of data driven response management plan

Action Item

- Consider managing problem with existing resources
- Determine the availability of alternative funding sources to meet the identified needs
- Identify any potential city, social services, or grant funding source

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 7D

To implement identified response configurations

Action Items

- Develop and deliver training curriculum if needed
- Develop any needed data collection tools and train as needed

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 7E

To evaluate the effects of any implemented response changes

Action Items

- Evaluate and modify the use of newly deployed resources relative to the overall system

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





GOAL 8

TO ESTABLISH A RESOURCE MANAGEMENT EQUIPMENT REPAIR AND REPLACEMENT (ER&R) PLAN FOR THE REGIONAL FIRE TRAINING CENTER (FTC), APPARATUS, FLEET AND ADDITIONAL CAPITAL EQUIPMENT

Target Audience/Concept: Sustainability - Strengthen the department's planning process for maintaining/replacing the critical equipment used by firefighters

Objective 8A

To identify current status of OFD Training Center (FTC), apparatus, fleet, and additional capital equipment

Action Items

- Evaluate the current status and obtain a needs report from the Personal Protective Equipment and Self Contained Breathing Apparatus (PPE and SCBA) program managers
- Identify capital equipment items
- Evaluate the current status of the Training Center grounds and structures
- Evaluate the current status of the apparatus and fleet replacement plan

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 8B

To identify and implement the replacement schedule for the FTC, apparatus, fleet and additional capital equipment

Action Items

- Review any pertinent manufacturer testing and replacement schedules
- Review current and applicable NFPA standards
- Create a preventative maintenance schedule

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





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Objective 8C

To identify funding sources to meet the identified maintenance, repair and replacement needs

Action Items

- Prior to budget preparation, review any needs for the following budget year
- Create a critical needs report for unfunded repairs/replacements and submit to the City Budget Committee
- Work with Finance Department to identify any new funding sources

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:





Vision

As confirmed by the public's comments and our internal work group's deliberations, Olympia Fire Department is well respected and provides quality service to the citizens of Olympia. As we move forward, this strategic plan will provide a target/ vision for our future in the following areas:

The VISION of the Olympia Fire Department is:

- ❖ To be good stewards of the resources entrusted to us
- ❖ To continually invest in the safety and long term well-being of our firefighters
- ❖ To provide vital information, education and training to meet the ever changing needs of Olympia
- ❖ To leverage equipment and technology for increased efficiency
- ❖ To critically review and improve our service delivery





Performance Measurement

To ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

In order to establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

Additionally, results tracked by the Department must be compatible with the data required for inclusion in the City of Olympia Comprehensive Plan, specifically the Comprehensive Plan/Action Plan.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





The Success of the Strategic Plan

All public organizations are ultimately judged on their ability to meet their mission. OFD’s Strategic Plan must be seen as a tool to help guide improvement.

The department initiated a strategic planning process by soliciting input from the community and members of the organization. To assist in the development of this plan, OFD used professional guidance to conduct a community-driven strategic planning process.

OFD’s mission is the compass that guides our service to the community. The strategic plan’s goals and objectives provide direction for future efforts to strengthen this mission.

Implementation of the strategic plan will require dedicated support from City Hall, City Council, members of OFD, and the community.

The mission of the Olympia Fire Department is to respond rapidly with highly trained professionals to mitigate emergencies for our community. We are dedicated to reducing risk through prevention, fire and medical education, and disaster preparedness.

Adoption of the Strategic Plan

The Strategic Plan was written by a OFD work group representing all levels of the department. In preparation for this work, we gathered input from our community members, asking them to assist us in building a document framework. The plan was then sent to Firefighters Local 468 and signed by the Fire Chief, Larry Dibble.

The City of Olympia Fire Department then ushered this Strategic Plan through a number of approvals at various levels of the City, beginning with the City Manager, Steve Hall. The City of Olympia is governed by a Council/City Manager form of government; the City Manager is the direct supervisor of all City Department Directors, including the fire department.

The City Manager informed City Council of the completed Strategic Plan and made copies available to the City Council. The plan was distributed throughout the department and made available electronically on the Department’s web site for members and the public.





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Use of the Strategic Plan

The purpose of the Olympia Fire Department Strategic Plan is to create a roadmap for future actions. The goals of the plan are to enhance the current actions of the fire department in providing fire and emergency services to the citizens of Olympia.

When resources and staff time are available the department will work to develop the new goal/action without sacrificing any existing capability. It is understood that the fire service is a dynamic environment and an unanticipated need may arise outside of the published plan. The City Manager and Chief of the Department, have the responsibility and authority to add to, modify, delay or suspend any part of this plan as circumstances dictate.





Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CAFI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FD	Fire Department
FEMA	Federal Emergency Management Agency
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources are used to produce an output.
IFSAC	International Fire Service Accreditation Congress
ISO	Insurance Services Office
JBLM	Joint Base Lewis-McChord
LCOT	Local Committee on Terrorism
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
NIST	National Institute of Standards and Technology





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OPD	Olympia Police Department
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SORT	Special Operations Response Teams
SOP/SOG	Standard Operating Procedures / Standard Operating Guidelines
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
TECOM	Thurston County Emergency Communications Center
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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