



STEVENSON FIRE DEPARTMENT

STEVENSON, WASHINGTON

2023 Strategic Plan

“Agility will be the new capital for organizations.”

- 21st Century Fire & Emergency Services White Paper

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STRATEGIC PLANNING

Process Overview

Change is inevitable, but growth is optional. Growth starts with goals. However, having goals in and of themselves does not accomplish anything. A plan -- complete with goals, timelines, assignments, and incremental steps which can be measured -- creates a roadmap for an organization to follow. For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. This planning process has refreshed the organization's continuing commitment to professionalism and set the path toward future success.

The strategic implementation planning process results in a three-to-five-year work plan intended to guide the organization's work effort toward a common set of goals and objectives. The process includes representation from key organizational stakeholders. Each person in the department should feel their interests represented by participating in some planning stages.

During the planning work session, the team developed and reviewed elements of the agency's mission, vision, and values. The planning team used this as a foundation to identify the top issues needed to improve services. Once compiled, the planning teams identified broad themes. These themes form the strategic goals of the strategic implementation plan. After creating the strategic goals, ESCI developed objectives and tasks that support the organization's vision when completed.

Community-Centered Strategic Planning Process

ESCI's Community Centered Strategic Planning Process (CCSPP) methodology has been adopted and utilized by the International Association of Fire Chiefs, numerous other national, regional, and state fire service agencies and associations, and hundreds of local fire departments across the United States and Canada. The CCSPP has proven remarkably effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all-volunteer fire departments and everything in between. This process was utilized in the development of the Stevenson Fire Department strategic planning framework and will include, but not necessarily be limited to:

- Review organizational background.
- Define services provided to the community.
- Identify aspects of the organization the community views positively.
- Develop a vision for the future.
- Establish the organization's guiding principles.
- Identify performance gaps.
- Establish the organization's strategic goals.
- Identify the objectives that support the strategic goals.
- Identify critical implementation tasks for each objective.
- Define service outcomes in the form of performance measures and targets.



ACKNOWLEDGMENTS

Stevenson Fire Department

Robert Farris | Fire Chief

City Leaders

Leana Kinley | City Administrator
Scott Anderson | Mayor
Kristy McCaskell | Councilmember
Michael D. Johnson | Councilmember
Paul Hendricks | Councilmember
David Wyatt | Councilmember
Dave Cox | Councilmember

Fire District 2 Leaders

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MESSAGE FROM THE CHIEF



City of Stevenson

Fire Department – Rob Farris, Chief

(509) 427-5970

7121 E Loop Road, PO Box 371
Stevenson, Washington 98648

June 27, 2023

To the Citizens of the City of Stevenson and Skamania County Fire District 2,

I take great pleasure in presenting to the people of the City of Stevenson and Skamania County Fire District 2 our 2023 to 2028 Strategic Plan. This plan is the first of its kind for these two agencies, and I'm excited about how the plan will be used to drive the agencies forward in the coming years.

Developing this plan brought together our dedicated volunteer firefighters along with our great community stakeholders. I'm very confident that the plan outlines the huge potential for our agencies to serve the community better. Having a plan such as this is an important tool in deciding the future direction of our Fire Department. I am excited to get started implementing the plan.

Best Regards,

Rob Farris

Rob Farris, Fire Chief

Stevenson Fire Department

Skamania County Fire District 2

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ENVIRONMENTAL SCAN

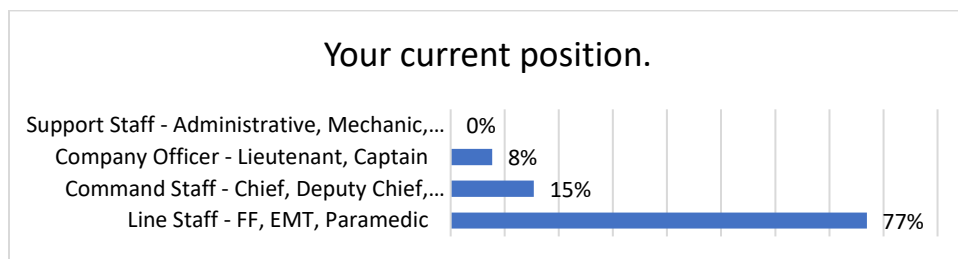
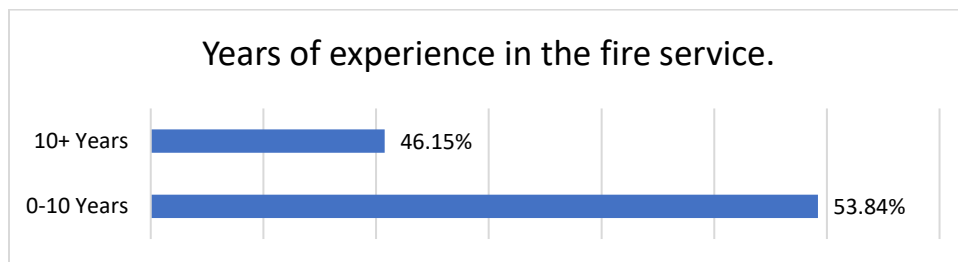
Internal Stakeholder Feedback

ESCI conducted two open sessions on June 12 and 13 to meet with any member of the organization to discuss their thoughts and opinions. ESCI met with the rank-and-file members of the Stevenson Fire Department in two sessions. We engaged participants in responding to what is good, better, and different that the Stevenson Fire Department should focus on. This information is incorporated into the development of the Strategic Plan.

ESCI, along with the Mayor, City Administrator, and Fire Chief developed a member survey to seek anonymous feedback from the Stevenson Fire Department members. On May 23, 2023, the Fire Chief issued the Member Survey to all the volunteer members and remained open to responses until June 14, 2023. Thirteen members submitted responses to the survey, representing 68% of the department membership.

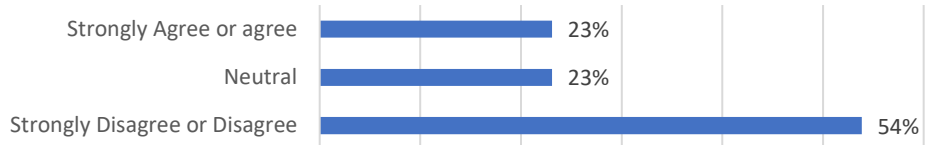
A summary of the survey's key findings follows in this section, while the entire survey is attached to this document in Appendix A.

Volunteer Members



Training

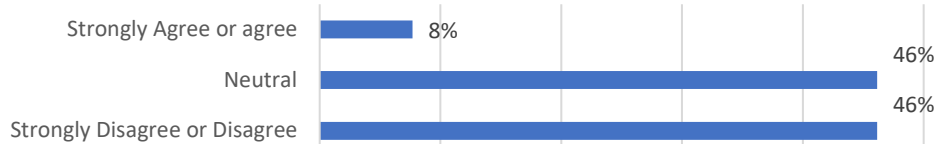
Training is consistent throughout the department



My training prepares me for emergency calls.



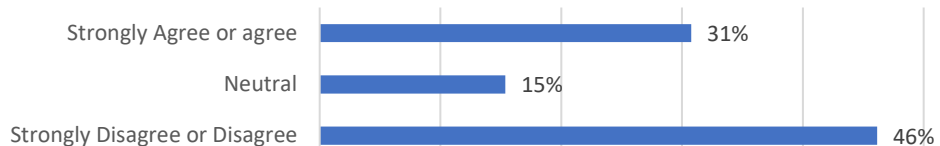
Personnel are adequately trained to do their jobs.



Training records are accurate & current.

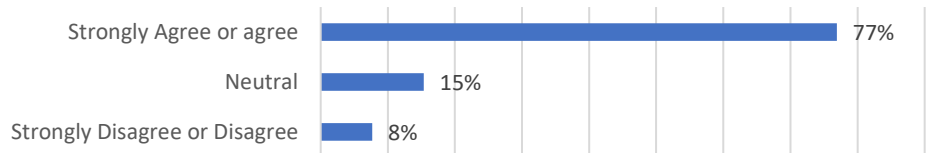


Training program meets the needs of SFD.

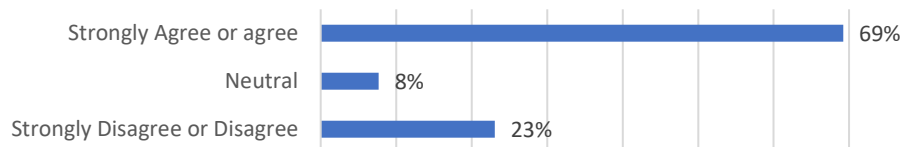


Communications

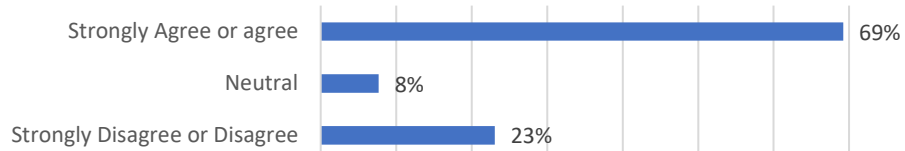
Senior leadership is open and honest.



An open flow of communication is maintained.



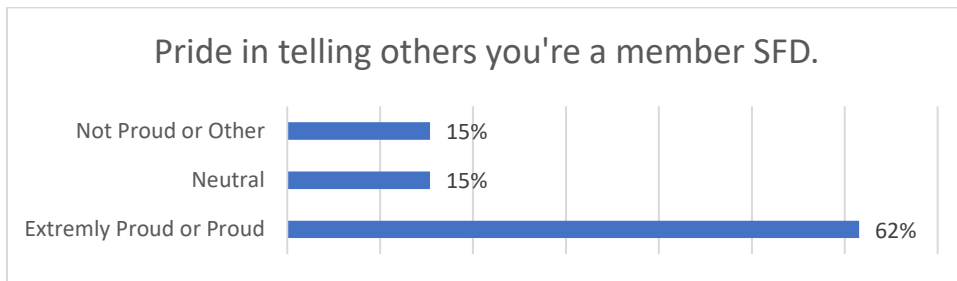
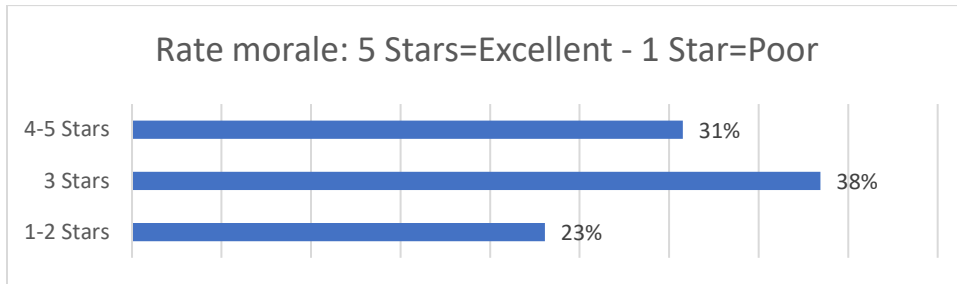
Criticism & concerns are professionally managed.



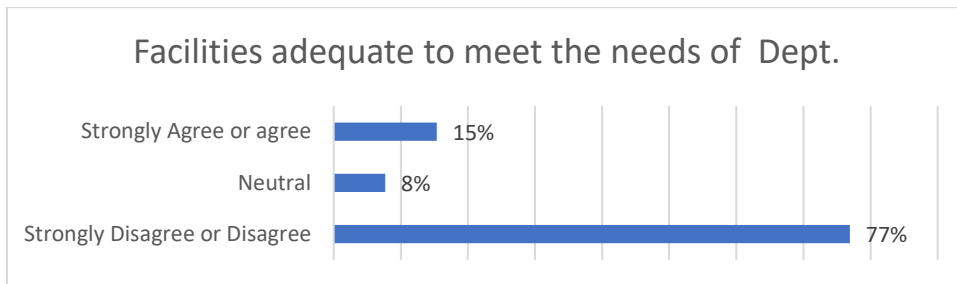
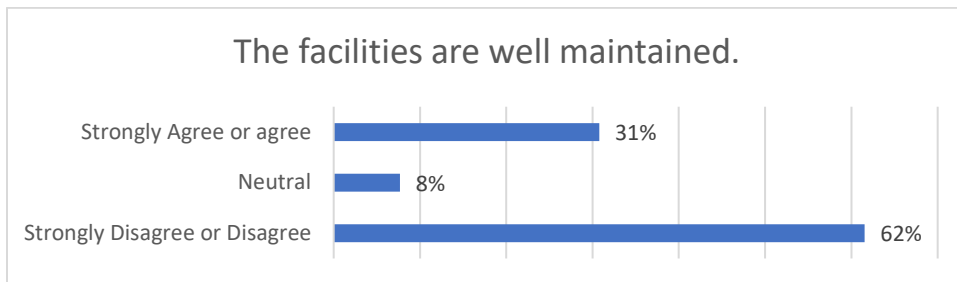
The department is engaged in the community.



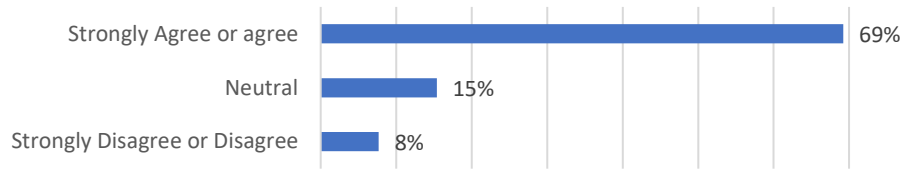
Morale



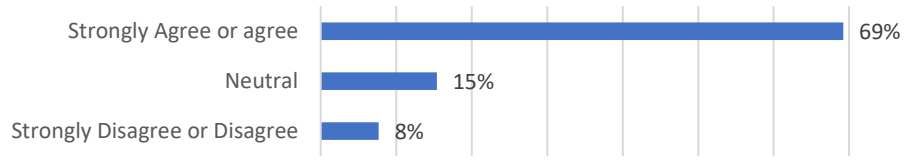
Facilities and Equipment



The apparatus meets the needs of the Dept.



Apparatus is well maintained.



Good | Better | Different

The fire department membership also participated in a “Good-Better-Different” exercise. The process helps eliminate group thinking and enables all participants to provide open feedback. Utilizing a combination of individual anonymous input, small team categorization, and facilitator-led discussion, the exercise identified issues that provide the framework for establishing organizational goals and objectives for the strategic plan.

In this process, the members worked individually with the following three tasks:

GOOD | Green Sticky Notes: Write three things that SFD should continue to do and make plans to maintain in the future.

BETTER | Yellow Sticky Notes: Write three things SFD should improve upon immediately.

DIFFERENT | Red Sticky Notes: Write three things SFD should immediately stop doing or start doing differently.

After completing these three tasks, the notes were collected and posted on the wall with no member name connected to any comment. The participants were then broken into small groups to work throughout the room to categorize similar notes into groups. After this was completed, the ESCI team facilitated a discussion of the notes to identify a general theme for each grouping. The work product yielded the foundation for developing future goals and objectives.

The following is a list of the common themes derived from the facilitated exercise:

GOOD: SFD should continue to do and make plans to maintain in the future.

- EXTERNAL RELATIONSHIPS
 - Maintain a positive relationship with the Department of Natural Resources
 - Continue to incorporate Life Flight Training and Skamania EMS
- TRAINING
 - Support driving rodeos
 - Practical Drills
- MEMBERS & SERVICE
 - A core group with high expertise
 - Strong volunteer support
 - Good Teamwork
 - Sustain social events for members
 - Like Priorities: Family, Work, Fire Department
 - We put fires out
 - Good Equipment



- Respectful to each other
- COMMUNITY
 - Great community support
 - Members care about the community

BETTER: SFD should improve as soon as practical.

- FACILITIES & EQUIPMENT
 - Timely repair of Brush 28
 - Clean and organize the fire station
 - Provide a new fire station
- RECRUITMENT
 - Recruit younger and more volunteer members
 - Engage the community more with fire department needs and service
 - Publicly recognize the superior service of members
 - Need more volunteers
- TRAINING
 - Need a comprehensive and structured training program
 - Driver training program
 - First Aid and CPR training
 - More training opportunities and frequency
 - Incremental skill-building structure for members at each rank
 - Specialized tender drive training
 - More equipment familiarization

DIFFERENT: SFD should immediately stop or start doing it entirely differently.

- TRAINING
 - Stop talking at meetings and conduct training
 - Deliver ICS training for officers
 - Fire Behavior and modern FF techniques
 - Conduct diversity and inclusion training
 - Senior volunteers shadow and mentor new volunteers
 - Produce a structured volunteer onboarding process
- ADMINISTRATIVE
 - Cease using volunteers for administrative duties
 - Develop policy and procedure manual
 - Outline personnel responsibilities and qualifications benchmarks
 - Provide mental and physical checkups for members
 - Develop a communications program and strategy



External Stakeholder Feedback

On Wednesday, June 13, ESCI facilitated a community stakeholder feedback station in the community room at Stevenson City Hall. Invitations were mailed to key Stevenson residents, followed by reminder emails and phone conversations. The eight representatives in attendance included a cross-section of community leaders and concerned citizens:

- Kevin Waters | EDC Director
- Arnold Bell | Skamania County Fire Marshal
- Jenny Taylor | City of Stevenson Resident
- Mary Repar | Concerned Citizen
- Ann Lueders | Director of Skamania County EMS
- Tracy Wycoff | Skamania County Undersheriff
- Dave Cox | Stevenson City Council Member
- Michael Perry | City of Stevenson Resident

As part of the discussions, ESCI asked the attendees to help define what is good with the Stevenson Fire Department.

- Current Fire Station Location
- People are Caring
- Longevity of the Volunteers
- Dedication of Volunteers
- Great Volunteers
- Proud History
- Good People

After defining good service, the group worked together to define the community's expectations from the group's perspective.

- Good response time
- Recruitment of new members
- Be well trained
- Transparency of District #2
- Trained to protect members
- Provided reliable/safe equipment
- Provided safe fire stations and training grounds
- Accountable to community and members.



After developing community expectations, the group worked together to identify concerns from the group's perspective.

- Future leadership
- Liability of volunteers
- Adequate number of volunteers
- Lack of staff
- Administrative gaps
- Be well trained
- Not a consistent response
- Able to serve a growing community



DEVELOPMENT OF MISSION | VISION | VALUES STATEMENTS

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses the Stevenson Fire Department member on what is profoundly important to the organization and community. All members should understand the mission statement and be posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

MISSION:
What are we for?

VISION:
For what do we
want to be known?

Vision

An organization's vision will clearly define and establish what the department wants to become. It becomes a target and guiding beacon as the strategic plan and goals are completed. After completing all the tasks, the adopted vision should be a reality and accurately portray the Stevenson Fire Department's intent.

Values

A department's core values are a collection of the most important beliefs and ingrained principles that guide the department's actions. Establishing core values aims to connect the member, clarify the department's mission, and define their brand for the community they serve.

VALUES:
What values are
important?



ESCI worked with SFD members and community stakeholders to identify the keywords and phrases that resonated with developing the mission, vision, and values. ESCI formulated the following statements and finalized and affirmed them by the and leadership. The following are offered as a draft for modification and formal adoption.

Our Mission:

We proudly serve and protect life, property, and the environment in the City of Stevenson and surrounding communities by providing reliable emergency response, community outreach, and proactive fire prevention with professionalism and expertise.

Our Vision:

We are a trusted and respected organization marked by professionalism and safe, reliable, and responsive service for our citizens. We are future focused on continuous improvement and innovation in a safe environment, adapting to the changing needs of our community with effective, enthusiastic, and empowered members.

Our Values:

We recognize each individual as a vital member of our fire department family. Through a commitment to pursuing excellence, we hold ourselves and each other to the highest standards as we embrace a key set of organizational values.

Professionalism – Committed to personal development and the highest standards.

Teamwork – Valuing that collectively we can excel beyond any one person’s capabilities.

Integrity – Honoring the trust the public places in us through honest, ethical conduct.

Accountability – To the community, each other, and ourselves.

Diversity – Respecting our individual differences that make our organization great.

Health & Safety – People are our greatest asset, and their health and safety are a priority.

Volunteerism – We respect and celebrate the contributions of each of our members.

Dedication – Committed to making a difference in the community through our service.

Excellence – Focused on improving and better serving the community and each other.

Work/Life Balance – Priorities: Family, Work, and Fire Department



STRATEGIC WORK PLAN

Definition of Terms

The main component of a strategic plan is to provide a roadmap for action defined by the Goals, Objectives, and Tasks, which are defined as follows:

GOAL:

The most prominent overarching element of a strategic plan is a goal. These are broad enterprises where the department may have multiple areas of focus.

OBJECTIVE:

A smaller component of and subordinate to a goal, an objective focuses on one area but is still general. If all the objectives under a goal have been accomplished, the goal will have been achieved.

TASK:

A minor component of and subordinate to an objective, a task is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all tasks under an objective are accomplished, the objective will have been accomplished.

The Strategic Work Session Planning Team and ESCI worked to develop five goals to focus this strategic plan on obtainable results. Members collaborated to narrow the goals and objectives to a workable list, wherein teams will be assigned. There was a spirit of congeniality and respect within the room, which lent itself to an environment for open and honest discussion to help move the department forward.

Strategic goals, objectives, and tasks become essential to the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each goal, objective, and task were identified over the planning work sessions facilitated by ESCI.

The following list defines each goal with its subordinate objectives and each goal with its subordinate tasks. The following goals are actionable items determined through feedback to create the basis of the recommended strategic plan. Details for each goal are provided below.



Goal 1 – Our People

| GOAL: | The City and District will maintain a professional, well-trained, qualified membership to meet the emergency service needs of our communities. | | | Broad Timeline: | Due Date: | Assigned to: | |
|-------------------|---|---|---|------------------------|------------------|---------------------|--|
| Objective: | 1A | Provide a healthy and safe work environment for Stevenson Fire Department Members. | | | | | |
| | Task: | 1A1 | Implement a comprehensive safety program that meets local, State, and federal best practices and standards. | Short | | | |
| | Task: | 1A2 | Review Washington Administrative Code - Firefighters Safety Standards 296.305, NFPA 1500 Occupational Safety, Health & Wellness Program. | Short | | | |
| | Task: | 1A3 | Establish a Safety Committee to assist with sustaining the safety program and to review safety practices, injury, accident, and near-miss incidents. | Short | | | |
| | Task: | 1A4 | Mitigate immediate safety issues: clear the floor of debris and obstacles, install vehicle charging cords from the ceiling, install Gear Hangar grids, reposition apparatus to ensure safe clearances, purchase passport accountability and name tags consistent across all apparatus and department, inventory and secure safety equipment and supplies. | Immediate | | | |
| | Task: | 1A5 | Schedule a "Safety and Health Consultation" from the Washington State Labor and Industries "No-Cost Consultation" service. | Immediate | | | |
| | Task: | 1A6 | Adopt safety policies that reinforce best practices. | Short | | | |
| | Task: | 1A7 | Consider the Installation of a negative-pressure diesel exhaust system in the apparatus bay. | Medium | | | |
| | Task: | 1A8 | Develop and implement Standard Policies and Procedures for Emergency Operations. | Medium | | | |
| | Task: | 1A9 | Provide a mental health and wellness program. | Medium | | | |
| | Task: | 1A10 | Consider implementing physical exams for all members. | Medium | | | |



| | | | | | | |
|-------------------|--------------|---|--|--------|--|--|
| Objective: | 1B | Strengthen the leadership of the Stevenson Fire Department through a succession plan and professional development. | | | | |
| | Task: | 1B1 | Develop a succession plan that provides pathways for personnel to advance at all organizational levels. | Short | | |
| | Task: | 1B2 | Develop Position Descriptions for each rank within the Stevenson Fire Department. | Medium | | |
| | Task: | 1B3 | Develop and implement a leadership program for the Captain, Assistant Chief, and Fire Chief positions, incorporating qualification benchmarks. | Long | | |

| | | | | | | |
|-------------------|--------------|--|---|--------|--|--|
| Objective: | 1C | Provide and support a comprehensive training program for all ranks. | | | | |
| | Task: | 1C1 | Develop and implement an annual training program to ensure skills maintenance and compliance with local, State, and Federal requirements. | Short | | |
| | Task: | 1C2 | Identify and support specific training and certification for all positions in the Stevenson Fire Department. | Short | | |
| | Task: | 1C3 | Develop and implement a formal system for personnel to be "signed-off" at each rank and/or for each function they are to perform. | Short | | |
| | Task: | 1C4 | Develop and implement a "New Member" orientation and training program to ensure deliberate and consistent training of new members. | Short | | |
| | Task: | 1C5 | Develop and implement a formal "Driver-Operator" program to ensure the safe operation of the apparatus. | Short | | |
| | Task: | 1C6 | Implement a records management system to easily track required mandatory training and maintain certifications (i.e... Drivers License, NIIMS, RT-130, CPR, etc.). | Medium | | |



Goal 2 – Internal Communications

| GOAL: | The City and District will maintain effective, open communications and inclusive decision-making with its members. | | Broad Timeline: | Due Date: | Assigned to: |
|-------------------|---|---|------------------------|------------------|---------------------|
| Objective: | 2A | Improve the distribution of information to all members of the department. | | | |
| Task: | 2A1 | Identify the standard mechanisms used to communicate with members. | Short | | |
| Task: | 2A2 | Establish a system where regular communications can be stored and easily accessed by all members for review. | Short | | |
| Task: | 2A3 | Establish a system where all Administrative and Operations Policies and Procedures can be stored and easily accessed by all members for review. | Short | | |
| Task: | 2A4 | Consider innovative processes to improve collaboration, idea sharing, and employee-driven movements that drive efficiency. | Medium, Long | | |

Goal 3 – Our Community

| GOAL: | The City and District leadership will effectively communicate with customers, citizens, visitors, and partners. | | Broad Timeline: | Due Date: | Assigned to: |
|-------------------|--|--|------------------------|------------------|---------------------|
| Objective: | 3A | Stevenson Fire Department members will develop cooperative and positive relationships with organizations, groups, and agencies to serve the citizens of our communities best. | | | |
| Task: | 3A1 | Establish regular department head meetings between the Fire Chief and City Administrator. | Immediate | | |
| Task: | 3A2 | Establish a regular verbal and written report submitted by the Fire Chief through the City Administrator to the City Council at least quarterly. | Short | | |
| Task: | 3A3 | Identify opportunities to increase direct interaction between fire department leadership and community/civic organizations. | Short | | |
| Task: | 3A4 | Identify and clarify roles between the fire department and the firefighters association. | Short | | |
| Task: | 3A5 | Establish regularly scheduled meetings between Stevenson City Council members and Fire District 2 Commissioners. | Short | | |



| | | | | | | |
|-------------------|--------------|--|--|--------|--|--|
| Objective: | 3B | Identify and measure direct community interaction and engagement outside of emergency operations. | | | | |
| | Task: | 3B1 | Define roles and expectations for all personnel in community engagement. | Short | | |
| | Task: | 3B2 | Identify and implement strategies and opportunities to increase engagement with the community. | Medium | | |
| | Task: | 3B3 | Implement additional social media tools such as a Fire District #2 Website and social media sites. | Medium | | |
| | Task: | 3B4 | Develop a tool to collect and report information regarding public engagement performance. | Medium | | |

Goal 4 – Organizational Stability

| GOAL: | The City and District will maintain an organizational structure and support system to ensure sufficient and stable critical business functions of the Fire Department | | | Broad Timeline: | Due Date: | Assigned to: |
|-------------------|--|---|---|------------------------|------------------|---------------------|
| Objective: | 4A | Clarify Roles and Responsibilities of the Stevenson Fire Department and Fire District #2 | | | | |
| | Task: | 4A1 | Review and update City Municipal Code 2.24 Volunteer Fire Department. | Short | | |
| | Task: | 4A2 | Review and update the 1989 Operational Agreement between the City and Fire District 2. Consider establishing a Joint Operating Board to unify the governance structure for the Fire Chief and operational coordination. | Short | | |
| | Task: | 4A3 | Revise current policy to further engage the City in selecting the City Fire Chief. | Short | | |
| | Task: | 4A4 | Update policies to clarify the selection and role of the Fire District 2 Fire Marshal/Fire Chief. | Short | | |
| | Task: | 4A5 | Develop and implement a Fire District Commission Policy Manual, Commissioner Handbook, and Commissioner Training Program. | Medium | | |

| | | | | | | |
|-------------------|--------------|--|--|--------|--|--|
| Objective: | 4B | Ensure adequate leadership is available for managing emergency incidents. | | | | |
| | Task: | 4B1 | Develop a new organizational structure to improve leadership and management of the fire department. | Short | | |
| | Task: | 4B2 | Develop and implement a strategy to fill and maintain all positions of Captain, Assistant Chief, and Fire Chief. | Medium | | |
| | Task: | 4B3 | Develop and implement a mechanism to ensure adequate officer coverage to manage emergency incidents safely. | Medium | | |



| | | | | | | |
|-------------------|--------------|---|---|--------|--|--|
| Objective: | 4C | Ensure a stable fire department membership is available to meet the community's emergency needs. | | | | |
| | Task: | 4C1 | Develop, implement, and maintain a comprehensive Volunteer Recruitment and Retention Program. | Medium | | |
| | Task: | 4C2 | Establish a mechanism to regularly report volunteer membership and participation to the City Council and Fire District 2 Board. | Short | | |

| | | | | | | |
|-------------------|--------------|---|--|--------|--|--|
| Objective: | 4D | Ensure adequate support for core administrative functions. | | | | |
| | Task: | 4D1 | Develop and implement a set of Standard Policies and Procedures for all Administrative functions and activities. | Medium | | |
| | Task: | 4D2 | Evaluate and implement alternatives for providing necessary long-term administrative support for the fire department. | Short | | |
| | Task: | 4D3 | Review and update Fire District 2 policies and procedures for compliance with local and State public meeting requirements. | Medium | | |

| | | | | | | |
|-------------------|--------------|---|---|-----------|--|--|
| Objective: | 4E | Strengthen and develop the organizational culture to support the members of the Stevenson Fire Department. | | | | |
| | Task: | 4E1 | Formally adopt a Mission, Vision, and set of organizational Values. | Immediate | | |
| | Task: | 4E2 | Communicate the department's Mission, Vision, and Values and integrate them into all aspects of its communications strategy. | Immediate | | |
| | Task: | 4E3 | Communicate with all members on the Strategic Plan for the department and communicate regular updates to all members. | Immediate | | |
| | Task: | 4E4 | Implement a formal Volunteer Firefighter Recognition Program to celebrate service year milestones, participation, and promotions. | Medium | | |
| | Task: | 4E5 | Ensure fire department policies, procedures, and recruitment strategies address diversity. | Medium | | |



Goal 5 – Organizational Sustainability

| | | | | | | |
|-------------------|---|---|---|------------------------|------------------|---------------------|
| GOAL: | The City and District will develop plans to ensure the fire department maintains the ability to meet future community needs. | | | Broad Timeline: | Due Date: | Assigned to: |
| Objective: | 5A | Develop and implement a Facility Maintenance and Replacement Plan. | | | | |
| | Task: | 5A1 | Develop and implement a rehabilitation, cleaning, and maintenance plan for the current fire station to ensure a clean, safe, and professional facility. | Immediate | | |
| | Task: | 5A2 | Develop and implement a records management system to ensure compliance with local and State requirements for the workplace. | Short | | |
| | Task: | 5A3 | Immediately develop and implement a Fire Station Replacement Plan. | Medium | | |

| | | | | | | |
|-------------------|--------------|---|--|--------|--|--|
| Objective: | 5B | Develop and implement an Apparatus and Equipment Maintenance and Replacement Plan. | | | | |
| | Task: | 5B1 | Develop and implement a maintenance plan for all apparatus and equipment to ensure safe operation and compliance with local, State, and Federal standards. | Short | | |
| | Task: | 5B2 | Develop and implement a records management system to ensure compliance with local, State, and Federal requirements for equipment and apparatus. | Medium | | |
| | Task: | 5B3 | Develop and implement an Apparatus and Equipment Capital Replacement Plan. | Long | | |

| | | | | | | |
|-------------------|--------------|--|--|--------------|--|--|
| Objective: | 5C | Provide for the long-term operational stability and functionality of the Stevenson Fire Department and Fire District 2. | | | | |
| | Task: | 5C1 | Develop a comprehensive fire services evaluation to enable policymakers to capture needed improvements for planning purposes fully. | Medium, Long | | |
| | Task: | 5C2 | Establish a mechanism to review the fire department's readiness, capabilities, and performance annually. | Medium, Long | | |
| | Task: | 5C3 | Maximize utilization of available funding mechanisms for the fire department. | Medium | | |
| | Task: | 5C4 | Implement an electronic records management system for emergency responses whereby records are transmitted to the State of Washington within the NFIRS framework. | Short | | |



| | | | | | | |
|--|--------------|------------|---|--------------|--|--|
| | Task: | 5C5 | Evaluate staffing alternatives and develop a long-range plan for ensuring emergency response capabilities, including a review of volunteer compensation, sleeper programs, and potential triggers for providing full-time staffing. | Medium, Long | | |
| | Task: | 5C6 | Evaluate opportunities for increased collaboration with neighboring fire and emergency service districts to meet long-range service delivery needs. | Medium, Long | | |



“The mind that opens to a new idea never
returns to its original size”
- -Albert Einstein

IMPLEMENTATION METHODOLOGY

Chris Ahoy, Associate Vice President of Facilities Planning & Management at Iowa State University, stated, "The three major keys to successful strategic planning and implementation are commitment, credibility, and communication." The three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking, and utilizing input from Stevenson Fire Department members, continuously keeping the strategic plan and its status front and center of the organization, and measuring compliance for the established timelines. In addition, where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is critical to credibility for the plan's long-term success.

To the extent possible, the budget should align with strategic plan elements. The Fire Chief and governing bodies must strive to allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.

Role of Task Teams

Each objective is assigned a name for task team members by identifying individuals for those having the desire to achieve the objective or who have expertise or job assignments that align with the objective. Each task team member should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the goal manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Tip:

Don't lecture,
present.

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the goal managers.



Role of Goal Managers

Tip:

Every effective presentation message is a call to action, feeling, or thought.

The department must assign each goal manager to coordinate the goal(s) they are given. The assignments are awaiting names to take responsibility for specific goal management, dividing the work among staff and volunteers. Once assigned, the goal managers must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the goal; identify funding needs to effectively and efficiently accomplish their assignments; maintain constant awareness

of the status and progress of each task team under their charge; troubleshoot and help remove obstacles or barriers to the task teams as they perform their work; and regularly report on goal status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

Role of Internal Planning Team & Fire Chief

The Executive Team, comprised of the District #2 Board Chair, City Administrator, and Fire Chief, are owners of the plan, establishing how often people meet, what they produce, and how they should report it. They are responsible for compiling the status of the individual goals, providing adequate funding for goals, reporting the status regularly to the organization, and working with goal managers and potentially task teams where obstacles have been identified that interfere with, jeopardize the accomplishment of an objective, or delay its achievement beyond the timeline set within this plan.

Tip:

“People may hear your words, but they feel your attitude.”

-John Maxwell

The Executive Team should communicate the plan to the organization using as many effective mechanisms and approaches as possible. No single communication method is likely to reach the four corners of the organization and keep the plan top-of-mind for every member. The executive team is the natural champion of it. However, for the strategic plan to be tremendously successful, every organization member and governance leader must own it, embrace it, and help hold the organization accountable to it.



Role of Department Member

Tip:

Every effective presentation message is a call to action, feeling, or thought.

Every Member of the Stevenson Fire Department is responsible for understanding the strategic plan, internalizing its mission, vision, values, goals, and objectives, and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be on the lookout for opportunities the various task teams may be able to take advantage of to achieve their objectives.

Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.

It is also essential to be reasonable in the organization's expectations of the strategic plan. In some cases, it has taken years for some of the department's challenges to manifest themselves in their current form. They will not be reversed overnight. Each member must see themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, resolving some thorny issues requires more effort than is available to the department in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.



Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. The internal planning team must discuss numerous communication strategies. They include:

- Chief officers meet with all crews over time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members and post a hard copy at each station.
- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The internal planning team meets with goal managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update the plan and ensure accountability.
- Fire Chief reports to the appointing authority on status updates quarterly as a standing agenda item for the life of the plan.

These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its member. Celebrating successes as they occur increases the level of anticipation by the member for the other elements to be accomplished.

The plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the department. Whether this planning sheet, an internally developed spreadsheet, or another tracking device created by the department is used, the critical takeaway is maintaining granular tracking at the task team level and the big picture department-wide.

Tip:

Deliver a conclusion that is not just a summary but a look into the future.



APPENDIX A: TASKS SORTED BY TIMELINE

| Goal/Objective | Task | Description | Broad Timeline: | Due Date: | Assigned to: |
|----------------|----------|---|-----------------|-----------|--------------|
| Objective:1A | Task:1A4 | Mitigate immediate safety issues: clear the floor of debris and obstacles, install vehicle charging cords from the ceiling, install Gear Hangar grids, reposition apparatus to ensure safe clearances, purchase passport accountability and name tags consistent across all apparatus and department, inventory and secure safety equipment and supplies. | Immediate | | |
| Objective:1A | Task:1A5 | Schedule a "Safety and Health Consultation" from the Washington State Labor and Industries "No-Cost Consultation" service. | Immediate | | |
| Objective:3A | Task:3A1 | Establish regular department head meetings between the Fire Chief and City Administrator. | Immediate | | |
| Objective:4E | Task:4E1 | Formally adopt a Mission, Vision, and set of organizational Values. | Immediate | | |
| Objective:4E | Task:4E2 | Communicate the department's Mission, Vision, and Values and integrate them into all aspects of its communications strategy. | Immediate | | |
| Objective:4E | Task:4E3 | Communicate with all members on the Strategic Plan for the department and communicate regular updates to all members. | Immediate | | |
| Objective:5A | Task:5A1 | Develop and implement a rehabilitation, cleaning, and maintenance plan for the current fire station to ensure a clean, safe, and professional facility. | Immediate | | |
| Objective:1A | Task:1A1 | Implement a comprehensive safety program that meets local, State, and federal best practices and standards. | Short | | |
| Objective:1A | Task:1A2 | Review Washington Administrative Code - Firefighters Safety Standards 296.305, NFPA 1500 Occupational Safety, Health & Wellness Program. | Short | | |
| Objective:1A | Task:1A3 | Establish a Safety Committee to assist with sustaining the safety program and to review safety practices, injury, accident, and near-miss incidents. | Short | | |
| Objective:1A | Task:1A6 | Adopt safety policies that reinforce best practices. | Short | | |
| Objective:1B | Task:1B1 | Develop a succession plan that provides pathways for personnel to advance at all organizational levels. | Short | | |
| Objective:1C | Task:1C1 | Develop and implement an annual training program to ensure skills maintenance and compliance with local, State, and Federal requirements. | Short | | |
| Objective:1C | Task:1C2 | Identify and support specific training and certification for all positions in the Stevenson Fire Department. | Short | | |
| Objective:1C | Task:1C3 | Develop and implement a formal system for personnel to be "signed-off" at each rank and/or for each function they are to perform. | Short | | |



| | | | | | |
|---------------------|-----------------|---|--------------|--|--|
| Objective:1C | Task:1C4 | Develop and implement a "New Member" orientation and training program to ensure deliberate and consistent training of new members. | Short | | |
| Objective:1C | Task:1C5 | Develop and implement a formal "Driver-Operator" program to ensure the safe operation of the apparatus. | Short | | |
| Objective:2A | Task:2A1 | Identify the standard mechanisms used to communicate with members. | Short | | |
| Objective:2A | Task:2A2 | Establish a system where regular communications can be stored and easily accessed by all members for review. | Short | | |
| Objective:2A | Task:2A3 | Establish a system where all Administrative and Operations Policies and Procedures can be stored and easily accessed by all members for review. | Short | | |
| Objective:3A | Task:3A2 | Establish a regular verbal and written report submitted by the Fire Chief through the City Administrator to the City Council at least quarterly. | Short | | |
| Objective:3A | Task:3A3 | Identify opportunities to increase direct interaction between fire department leadership and community/civic organizations. | Short | | |
| Objective:3A | Task:3A4 | Identify and clarify roles between the fire department and the firefighters association. | Short | | |
| Objective:3A | Task:3A5 | Establish regularly scheduled meetings between Stevenson City Council members and Fire District 2 Commissioners. | Short | | |
| Objective:3B | Task:3B1 | Define roles and expectations for all personnel in community engagement. | Short | | |
| Objective:4A | Task:4A1 | Review and update City Municipal Code 2.24 Volunteer Fire Department. | Short | | |
| Objective:4A | Task:4A2 | Review and update the 1989 Operational Agreement between the City and Fire District 2. Consider establishing a Joint Operating Board to unify the governance structure for the Fire Chief and operational coordination. | Short | | |
| Objective:4A | Task:4A3 | Revise current policy to further engage the City in selecting the City Fire Chief. | Short | | |
| Objective:4A | Task:4A4 | Update policies to clarify the selection and role of the Fire District 2 Fire Marshal/Fire Chief. | Short | | |
| Objective:4B | Task:4B1 | Develop a new organizational structure to improve leadership and management of the fire department. | Short | | |
| Objective:4C | Task:4C2 | Establish a mechanism to regularly report volunteer membership and participation to the City Council and Fire District 2 Board. | Short | | |
| Objective:4D | Task:4D2 | Evaluate and implement alternatives for providing necessary long-term administrative support for the fire department. | Short | | |
| Objective:4E | Task:4E3 | Communicate with all members on the Strategic Plan for the department and communicate regular updates to all members. | Short | | |
| Objective:5A | Task:5A2 | Develop and implement a records management system to ensure compliance with local and State requirements for the workplace. | Short | | |
| Objective:5B | Task:5B1 | Develop and implement a maintenance plan for all apparatus and equipment to ensure safe operation and compliance with local, State, and Federal standards. | Short | | |



| | | | | | |
|---------------------|------------------|--|---------------|--|--|
| Objective:5C | Task:5C4 | Implement an electronic records management system for emergency responses whereby records are transmitted to the State of Washington within the NFIRS framework. | Short | | |
| Objective:1A | Task:1A7 | Consider the Installation of a negative-pressure diesel exhaust system in the apparatus bay. | Medium | | |
| Objective:1A | Task:1A8 | Develop and implement Standard Policies and Procedures for Emergency Operations. | Medium | | |
| Objective:1A | Task:1A9 | Provide a mental health and wellness program. | Medium | | |
| Objective:1A | Task:1A10 | Consider implementing physical exams for all members. | Medium | | |
| Objective:1B | Task:1B2 | Develop Position Descriptions for each rank within the Stevenson Fire Department. | Medium | | |
| Objective:1C | Task:1C6 | Implement a records management system to easily track required mandatory training and maintain certifications (i.e.. Drivers License, NIIMS, RT-130, CPR, etc.). | Medium | | |
| Objective:3B | Task:3B2 | Identify and implement strategies and opportunities to increase engagement with the community. | Medium | | |
| Objective:3B | Task:3B3 | Evaluate and implement additional social media tools such as a Fire District #2 Website and social media sites. | Medium | | |
| Objective:3B | Task:3B4 | Develop a tool to collect and report information regarding public engagement performance. | Medium | | |
| Objective:4A | Task:4A5 | Develop and implement a Fire District Commission Policy Manual, Commissioner Handbook, and Commissioner Training Program. | Medium | | |
| Objective:4B | Task:4B2 | Develop and implement a strategy to fill and maintain all positions of Captain, Assistant Chief, and Fire Chief. | Medium | | |
| Objective:4B | Task:4B3 | Develop and implement a mechanism to ensure adequate officer coverage to manage emergency incidents safely. | Medium | | |
| Objective:4C | Task:4C1 | Develop, implement, and maintain a comprehensive Volunteer Recruitment and Retention Program. | Medium | | |
| Objective:4D | Task:4D1 | Develop and implement a set of Standard Policies and Procedures for all Administrative functions and activities. | Medium | | |
| Objective:4D | Task:4D3 | Review and update Fire District 2 policies and procedures for compliance with local and State public meeting requirements. | Medium | | |
| Objective:4E | Task:4E4 | Implement a formal Volunteer Firefighter Recognition Program to celebrate service year milestones, participation, and promotions. | Medium | | |
| Objective:4E | Task:4E5 | Ensure fire department policies, procedures, and recruitment strategies address diversity. | Medium | | |
| Objective:5A | Task:5A3 | Immediately develop and implement a Fire Station Replacement Plan. | Medium | | |



| | | | | | |
|---------------------|-----------------|---|---------------------|--|--|
| Objective:5B | Task:5B2 | Develop and implement a records management system to ensure compliance with local, State, and Federal requirements for equipment and apparatus. | Medium | | |
| Objective:5C | Task:5C3 | Maximize utilization of available funding mechanisms for the fire department. | Medium | | |
| Objective:2A | Task:2A4 | Consider innovative processes to improve collaboration, idea sharing, and employee-driven movements that drive efficiency. | Medium, Long | | |
| Objective:5C | Task:5C1 | Develop a comprehensive fire services evaluation to enable policymakers to capture needed improvements for planning purposes fully. | Medium, Long | | |
| Objective:5C | Task:5C2 | Establish a mechanism to annually review the fire department's readiness, capabilities, and performance. | Medium, Long | | |
| Objective:5C | Task:5C5 | Evaluate staffing alternatives and develop a long-range plan for ensuring emergency response capabilities, including a review of volunteer compensation, sleeper programs, and potential triggers for providing full-time staffing. | Medium, Long | | |
| Objective:5C | Task:5C6 | Evaluate opportunities for increased collaboration with neighboring fire and emergency service districts to meet long-range service delivery needs. | Medium, Long | | |
| Objective:1B | Task:1B3 | Develop and implement a leadership program for the Captain, Assistant Chief, and Fire Chief positions, incorporating qualification benchmarks. | Long | | |
| Objective:5B | Task:5B3 | Develop and implement an Apparatus and Equipment Capital Replacement Plan. | Long | | |



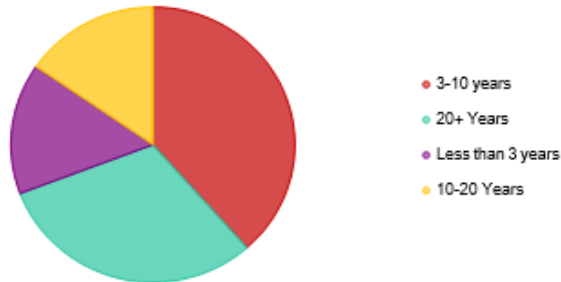
APPENDIX B: INTERNAL SURVEY

Stevenson Fire Department

2023 Strategic Planning Process – Employee Survey

Stevenson Fire Department (SFD) partnered with Emergency Services Consulting International (ESCI) to develop the 2023 Strategic Plan. ESCI, the International Association of Fire Chiefs' consulting firm, worked closely with SFD stakeholders to create and deploy a department-wide employee survey to inform the development of the strategic plan.

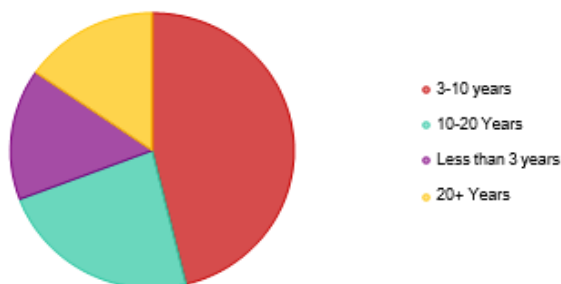
Please identify your total number of years of experience (paid and/or volunteer) in...



| Answers | Count | Percentage |
|-------------------|-------|------------|
| 3-10 years | 5 | 38.46% |
| 20+ Years | 4 | 30.77% |
| Less than 3 years | 2 | 15.38% |
| 10-20 Years | 2 | 15.38% |

Answered: 13 Skipped: 0

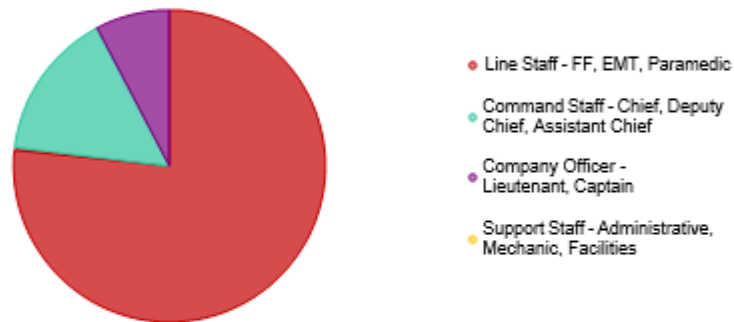
Please identify your total number of years of service with the Stevenson Fire...



| Answers | Count | Percentage |
|-------------------|-------|------------|
| 3-10 years | 6 | 46.15% |
| 10-20 Years | 3 | 23.08% |
| Less than 3 years | 2 | 15.38% |
| 20+ Years | 2 | 15.38% |

Answered: 13 Skipped: 0

Which one of the following best describes your current position?

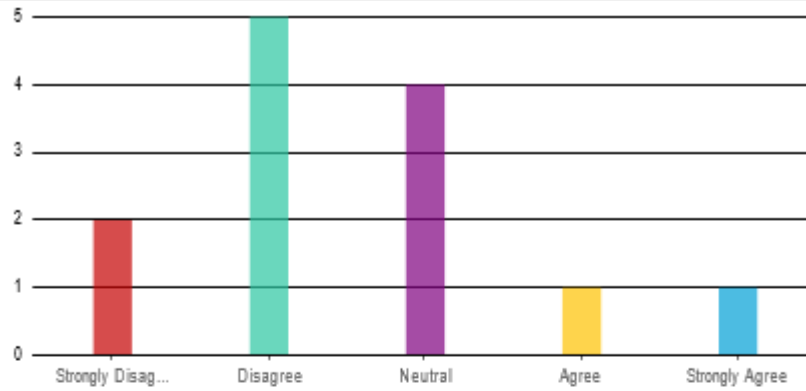


| Answers | Count | Percentage |
|--|-------|------------|
| Line Staff - FF, EMT, Paramedic | 10 | 76.92% |
| Command Staff - Chief, Deputy Chief, Assistant Chief | 2 | 15.38% |
| Company Officer - Lieutenant, Captain | 1 | 7.69% |
| Support Staff - Administrative, Mechanic, Facilities | 0 | 0% |

Answered: 13 Skipped: 0

Please identify your level of agreement with each of the following statements about training opportunities provided by the Stevenson Fire Department:

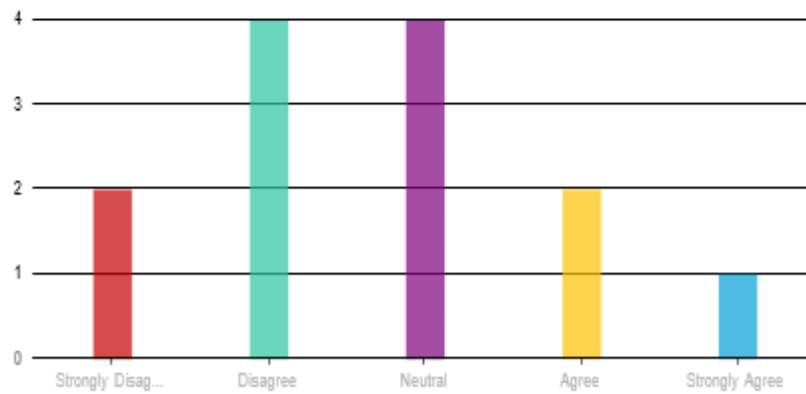
- My department has a clear plan in place for my skill development.



| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 5 | 38.46% |
| Neutral | 4 | 30.77% |
| Agree | 1 | 7.69% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

● I have a clear understanding about the goals and objectives of the department's...

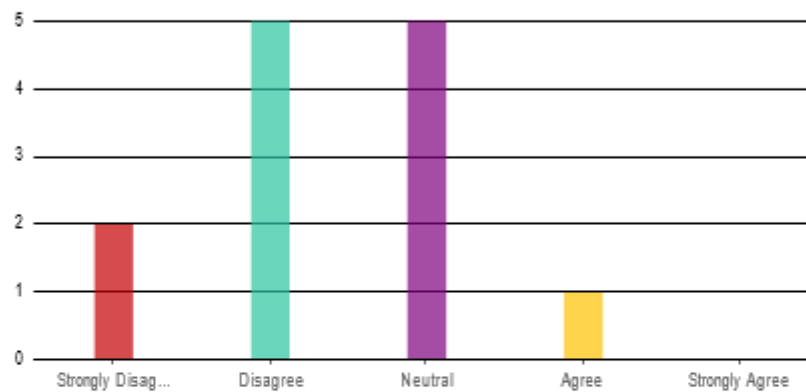


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 4 | 30.77% |

| | | |
|----------------|---|--------|
| Neutral | 4 | 30.77% |
| Agree | 2 | 15.38% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

● My training prepares me for the types of emergency incidents that I am likely to...

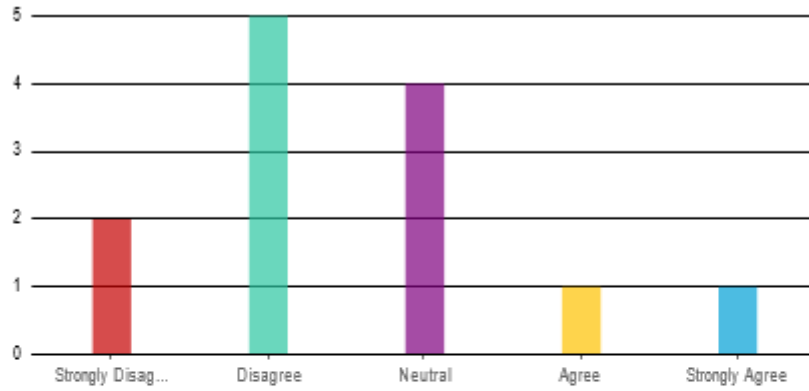


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 5 | 38.46% |
| Neutral | 5 | 38.46% |
| Agree | 1 | 7.69% |
| Strongly Agree | 0 | 0% |

Answered: 13 Skipped: 0

● Training is consistent throughout the department.

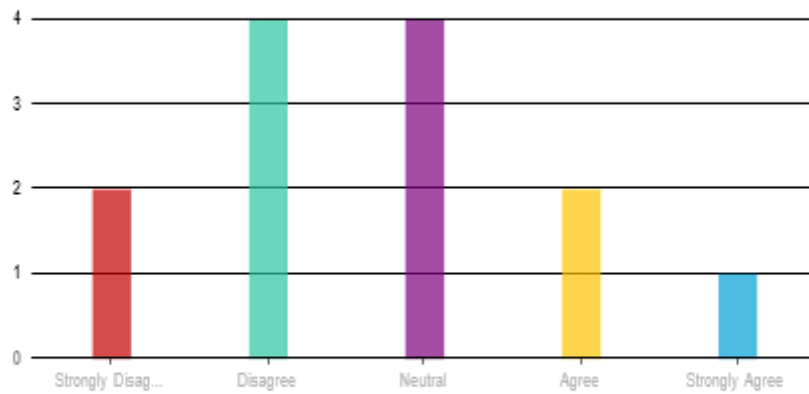




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 5 | 38.46% |
| Neutral | 4 | 30.77% |
| Agree | 1 | 7.69% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

• In general, all department personnel are adequately trained to do their jobs.



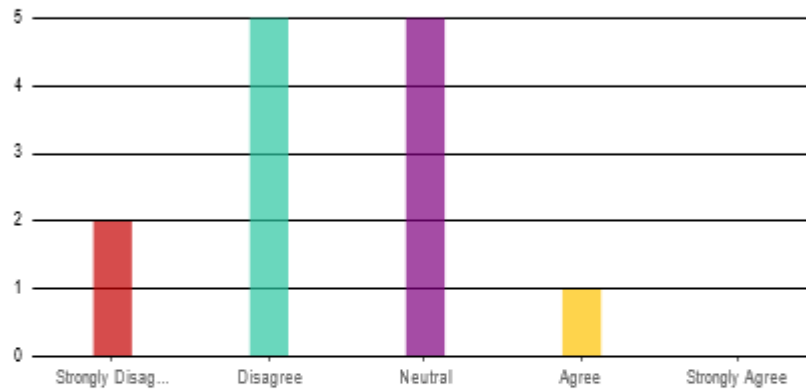
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 4 | 30.77% |



| | | |
|----------------|---|--------|
| Neutral | 4 | 30.77% |
| Agree | 2 | 15.38% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

- The department's training records are accurate and current.

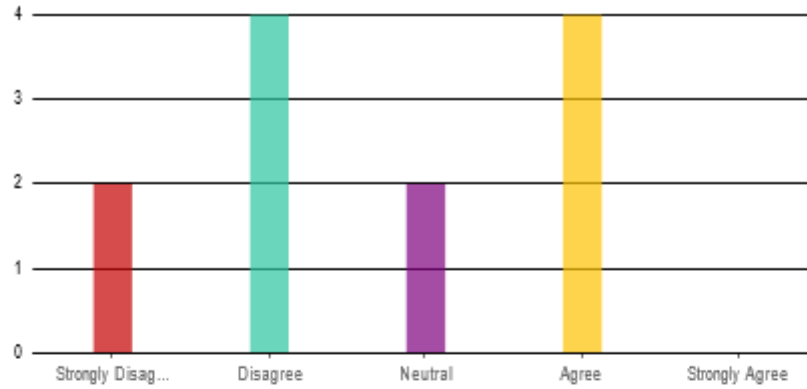


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 5 | 38.46% |
| Neutral | 5 | 38.46% |
| Agree | 1 | 7.69% |
| Strongly Agree | 0 | 0% |

Answered: 13 Skipped: 0

- The training program meets the needs of the fire department.

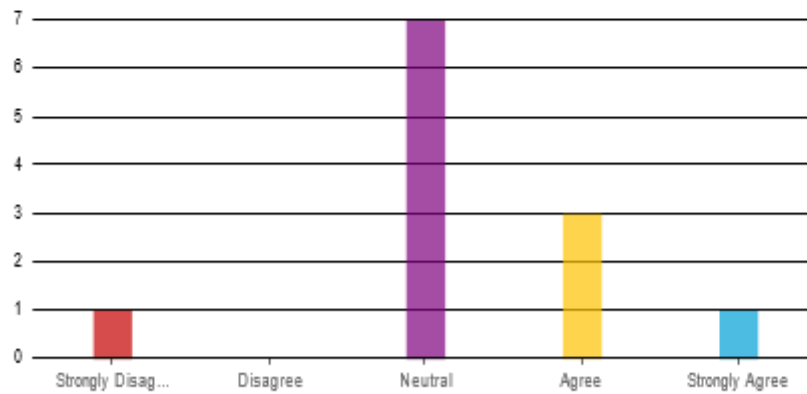




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 4 | 30.77% |
| Neutral | 2 | 15.38% |
| Agree | 4 | 30.77% |
| Strongly Agree | 0 | 0% |

Answered: 12 Skipped: 1

• Members who are promoted are well prepared by the department's training...



| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 0 | 0% |

| | | |
|----------------|---|--------|
| Neutral | 7 | 53.85% |
| Agree | 3 | 23.08% |
| Strongly Agree | 1 | 7.69% |

Answered: 12 Skipped: 1

What subjects or areas would you like to see more training?

The word cloud requires at least 20 answers to show.

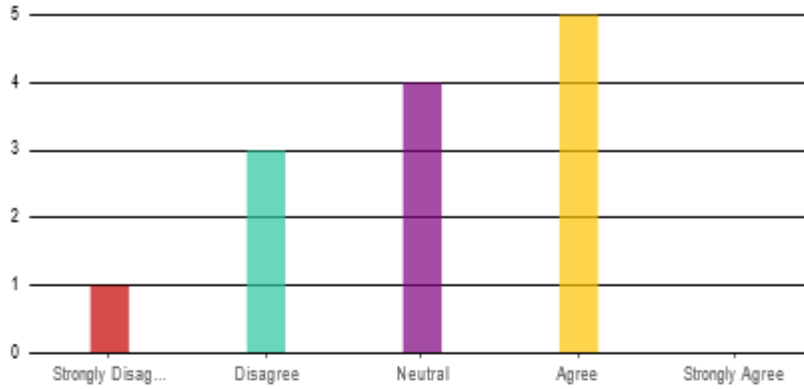
| Response | Count |
|---|-------|
| When training happens at meetings it is ad hoc and prepared on the fly. Most valuable training happens on-scene. There are no training syllabi, materials, standards, checking, etc. It's casual and is mostly passing on tribal knowledge. | 1 |
| The department does the best it can with all volunteers planning and conducting the training, and sporadic attendance from the members. | 1 |
| Standard operating procedures | 1 |
| Solo Response start to finish with brush trucks | 1 |
| Record keeping as members progress | 1 |
| Everything. | 1 |
| Every subject | 1 |
| Electric cars and battery | 1 |
| Driving, First aid and CPR. | 1 |
| Behavior of structure fire | 1 |
| All | 1 |
| a published training schedule with consistent and relevant training. | 1 |

Answered: 12 Skipped: 1

Please identify your level of agreement with each of the following statements about performance feedback and coaching conducted by your department:

- I receive regular and constructive feedback from my supervisor about the qualit...

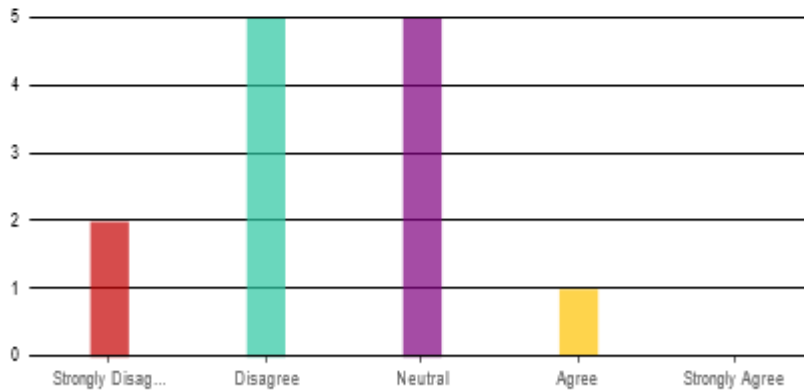




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 3 | 23.08% |
| Neutral | 4 | 30.77% |
| Agree | 5 | 38.46% |
| Strongly Agree | 0 | 0% |

Answered: 13 Skipped: 0

● I know what standards will be used to evaluate my performance.



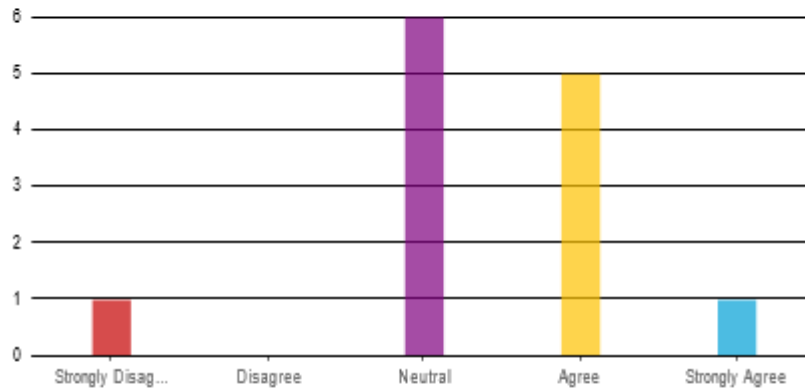
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 2 | 15.38% |
| Disagree | 5 | 38.46% |



| | | |
|----------------|---|--------|
| Neutral | 5 | 38.46% |
| Agree | 1 | 7.69% |
| Strongly Agree | 0 | 0% |

Answered: 13 Skipped: 0

• The feedback I receive include suggestions for improved performance.

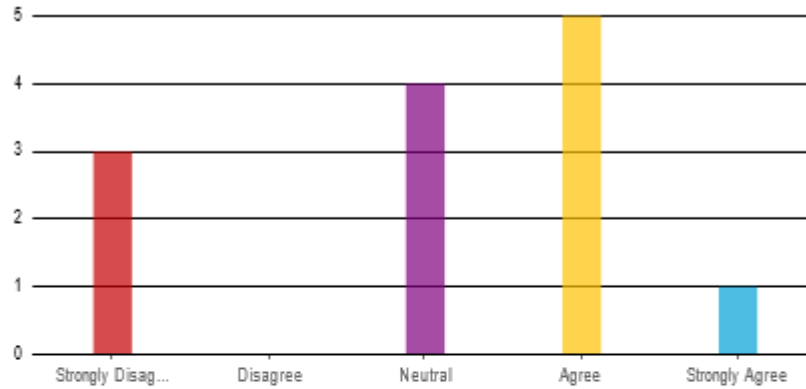


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 0 | 0% |
| Neutral | 6 | 46.15% |
| Agree | 5 | 38.46% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

• The volunteers receive recognition for superior work and accomplishments.





| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 3 | 23.08% |
| Disagree | 0 | 0% |
| Neutral | 4 | 30.77% |
| Agree | 5 | 38.46% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

With regard to the current feedback and coaching process, what should the Stevenson Fire...

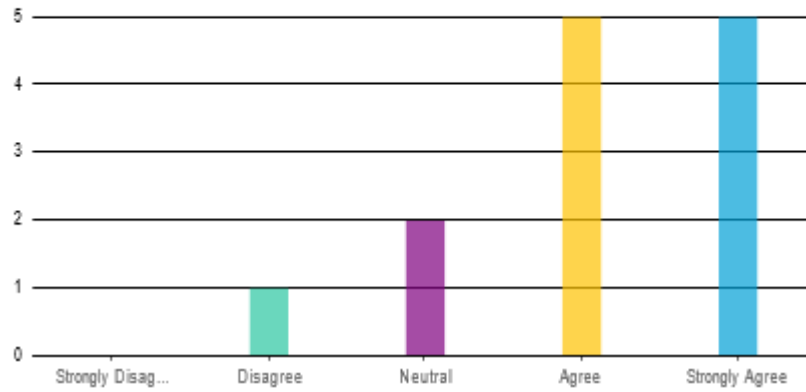
The word cloud requires at least 20 answers to show.

| Response | Count |
|---|-------|
| Training with other districts. ie life flight | 1 |
| Training to a standard and making sure every member understands the standards | 1 |
| Training manual. List of required skills/training milestones, etc. | 1 |
| These boiler plate? Questions. Do not fit our? Department. Huh? I am well informed about the activities at th e department? What do you think will and? | 1 |
| Senior firefighters are good at mentoring newer staff. Excellent work is recognized at scene debriefs. Most "t raining" happens this way. | 1 |
| praise of the volunteers | 1 |
| Having an actual training plan and resources to read and learn about actual fire fighting. | 1 |
| adopt a growth mindset with diversity and inclusion. | 1 |



Please identify your level of agreement with each of the following statements about communication at Stevenson Fire Department:

- I am well informed about the activities at my department.

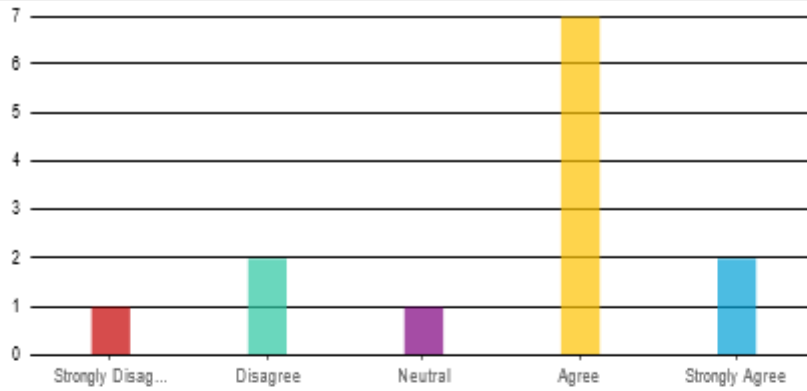


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 1 | 7.69% |
| Neutral | 2 | 15.38% |
| Agree | 5 | 38.46% |
| Strongly Agree | 5 | 38.46% |

Answered: 13 Skipped: 0

- An open flow of communication is maintained to and from the senior leadership...

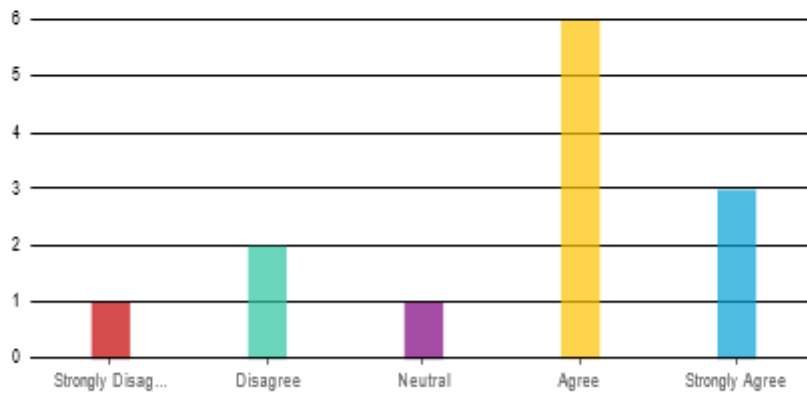




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 2 | 15.38% |
| Neutral | 1 | 7.69% |
| Agree | 7 | 53.85% |
| Strongly Agree | 2 | 15.38% |

Answered: 13 Skipped: 0

• My department's leadership values employee input in general.



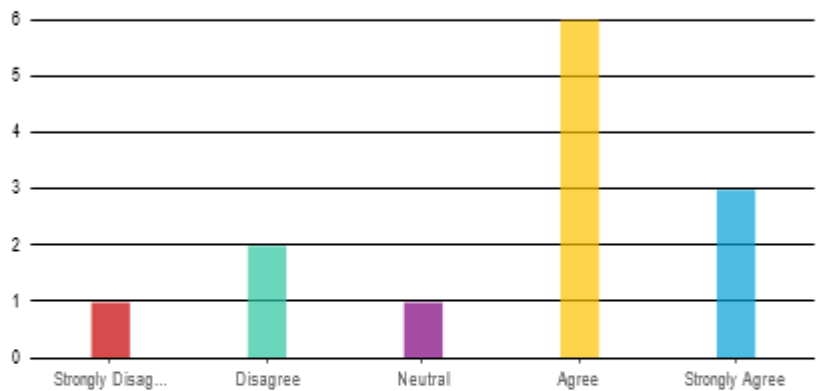
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 2 | 15.38% |



| | | |
|----------------|---|--------|
| Neutral | 1 | 7.69% |
| Agree | 6 | 46.15% |
| Strongly Agree | 3 | 23.08% |

Answered: 13 Skipped: 0

● Employee concerns about or criticisms of the department are responded to in a...

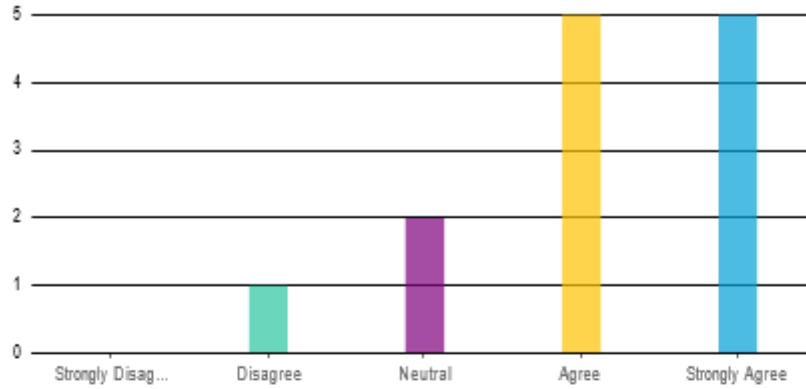


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 2 | 15.38% |
| Neutral | 1 | 7.69% |
| Agree | 6 | 46.15% |
| Strongly Agree | 3 | 23.08% |

Answered: 13 Skipped: 0

● The department's senior leadership is open and honest with the membership.

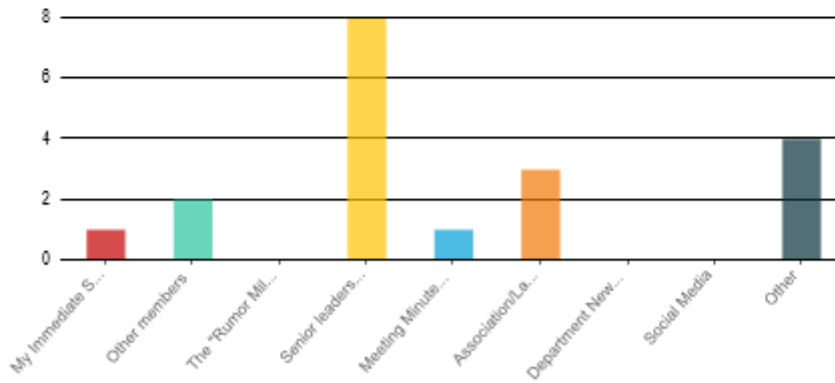




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 1 | 7.69% |
| Neutral | 2 | 15.38% |
| Agree | 5 | 38.46% |
| Strongly Agree | 5 | 38.46% |

Answered: 13 Skipped: 0

Which one of the following do you most frequently rely on as a source of information about...



| Answers | Count | Percentage |
|-------------------------|-------|------------|
| My Immediate Supervisor | 1 | 7.69% |
| Other members | 2 | 15.38% |



| | | |
|---|---|--------|
| The "Rumor Mill" | 0 | 0% |
| Senior leadership (i.e...Chief, Deputy Chief) | 8 | 61.54% |
| Meeting Minutes | 1 | 7.69% |
| Association/Labor Representatives | 3 | 23.08% |
| Department Newsletter | 0 | 0% |
| Social Media | 0 | 0% |
| Other | 4 | 30.77% |

Answered: 13 Skipped: 0

In your opinion, what is the best way to communicate information within the Stevenson Fire...

The word cloud requires at least 20 answers to show.

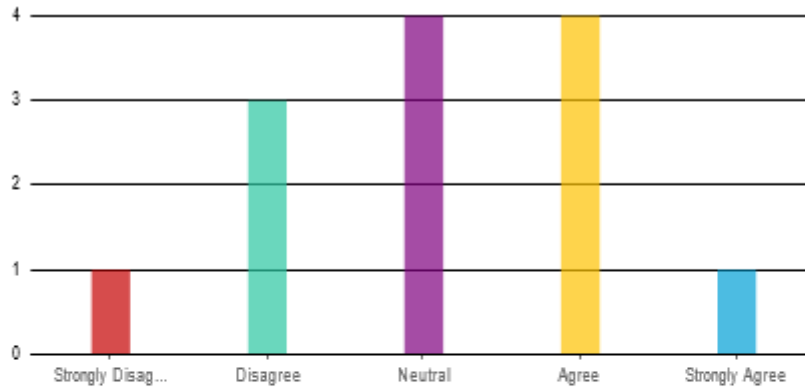
| Response | Count |
|--|-------|
| Text | 2 |
| Weekly mtg | 1 |
| Weekly Meetings | 1 |
| We need to start with documentation, including training plans and standards and basic duties on different kinds of scenes. | 1 |
| The texts and meetings | 1 |
| Text message | 1 |
| publish clear outcomes and expectations.. | 1 |
| Not sure | 1 |
| Attending Monday meetings, and Text messages in-between | 1 |

Answered: 10 Skipped: 3

Please identify your level of agreement with each of the following statements about the environment at Stevenson Fire Department:

- My immediate supervisor is knowledgeable.

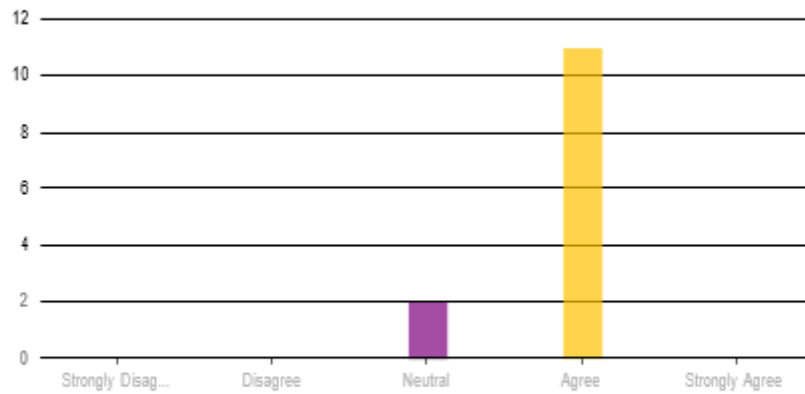




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 3 | 23.08% |
| Neutral | 4 | 30.77% |
| Agree | 4 | 30.77% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

● I have a clear understanding of my job and responsibilities.



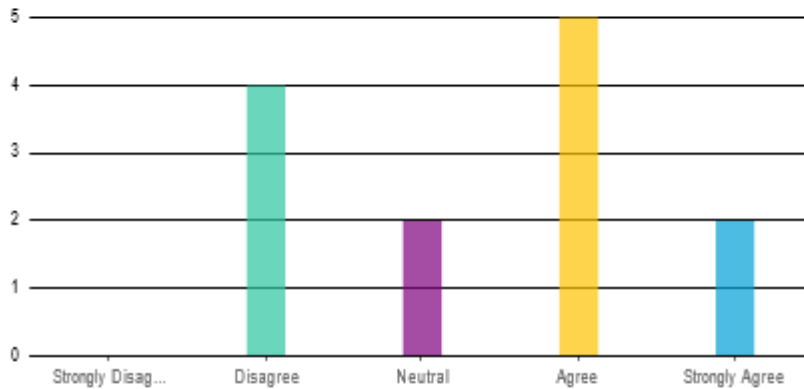
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 0 | 0% |



| | | |
|----------------|----|--------|
| Neutral | 2 | 15.38% |
| Agree | 11 | 84.62% |
| Strongly Agree | 0 | 0% |

Answered: 13 Skipped: 0

• The department provides me with the resources necessary to perform my job...

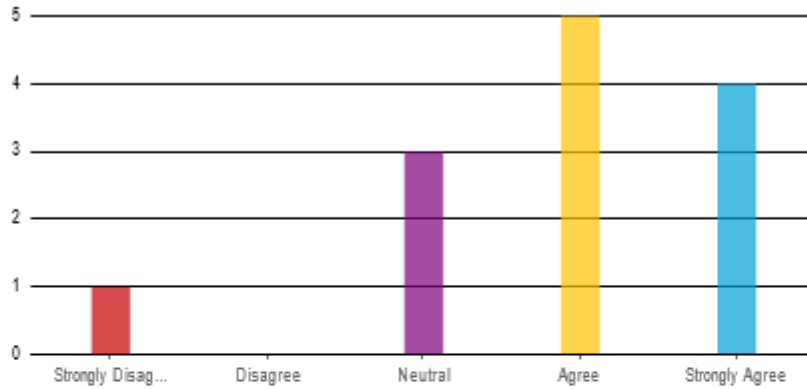


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 4 | 30.77% |
| Neutral | 2 | 15.38% |
| Agree | 5 | 38.46% |
| Strongly Agree | 2 | 15.38% |

Answered: 13 Skipped: 0

• I volunteer with officers/supervisors who set a good example.

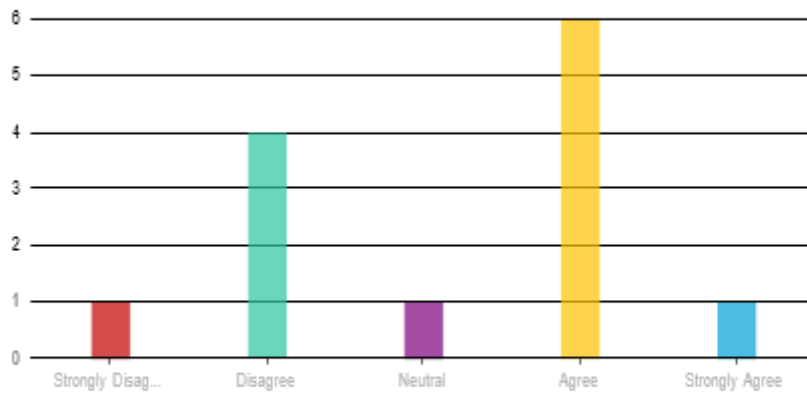




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 0 | 0% |
| Neutral | 3 | 23.08% |
| Agree | 5 | 38.46% |
| Strongly Agree | 4 | 30.77% |

Answered: 13 Skipped: 0

• Decisions at the department are made in a timely, impartial, and consistent...



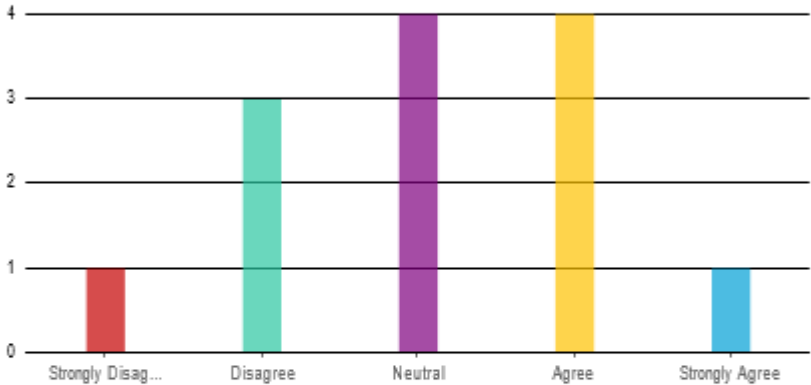
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 4 | 30.77% |



| | | |
|----------------|---|--------|
| Neutral | 1 | 7.69% |
| Agree | 6 | 46.15% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

● **Morale in the department is high.**



| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 3 | 23.08% |
| Neutral | 4 | 30.77% |
| Agree | 4 | 30.77% |
| Strongly Agree | 1 | 7.69% |

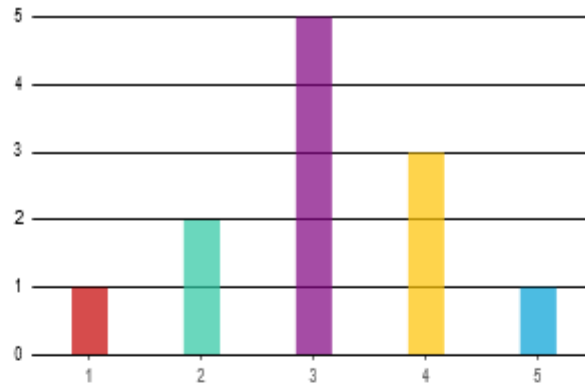
Answered: 13 Skipped: 0

How would you rate morale at the department? (5 Stars=Excellent, 1 Star=Poor)



Average

3.1



| Answers | Count | Percentage |
|---------|-------|------------|
| 1 | 1 | 7.69% |
| 2 | 2 | 15.38% |
| 3 | 5 | 38.46% |
| 4 | 3 | 23.08% |
| 5 | 1 | 7.69% |

Answered: 12 Skipped: 1

Overall, employee morale at Stevenson Fire Department is....



- About the same as it was a year ago
- Lower than it was a year ago
- Better than it was a year ago

Answered: 12 Skipped: 1

What suggestions do you have for improving employee morale at the department?

The word cloud requires at least 20 answers to show.

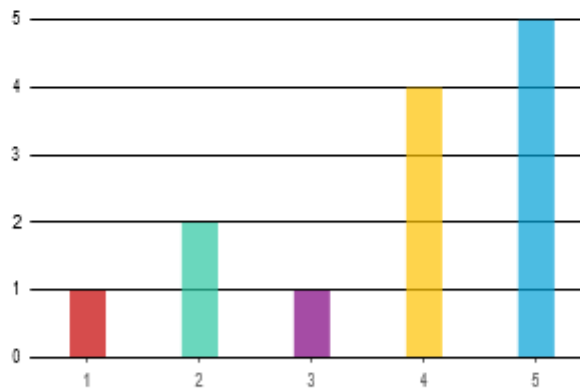


| Response | Count |
|--|-------|
| We're good on morale and working together. | 1 |
| treat volunteers with respect. It is our time we give freely to help our community | 1 |
| Social opportunities | 1 |
| None | 1 |
| New leadership that can drive better volunteer involvement | 1 |
| Ensure that people are equipped with newer gear. Continue efforts to get a new fire hall. Go easy on the lectures about responding and availability. | 1 |
| Don't berate the few volunteers you have left. Take pride in the facility. We have even though it's very old and clean the place up. | 1 |
| Doing training Thats fun and serious | 1 |
| City Moving forward with the new fire hall | 1 |
| BBQ was great, we should do events like that more frequently. | 1 |

Answered: 10 Skipped: 3

As a member of the Stevenson Fire Department I feel welcomed and supported. (5...

Average
3.8
 ★★★★★☆



| Answers | Count | Percentage |
|---------|-------|------------|
| 1 | 1 | 7.69% |
| 2 | 2 | 15.38% |
| 3 | 1 | 7.69% |
| 4 | 4 | 30.77% |



5

5

38.46%

Answered: 13 Skipped: 0

In your opinion, what should the department's senior leadership be doing more of?

The word cloud requires at least 20 answers to show.

| Response | Count |
|--|-------|
| Strategic Training | 1 |
| Shoot, they are doing grand | 1 |
| Sending out training resources and info | 1 |
| Our chief is a great leader and his work on-scene is fantastic. This is what he is best at. What he isn't able to do is administrate things like training. The department needs non-volunteer resources to develop and administrate an operations framework. | 1 |
| Moving toward the future with a vision | 1 |
| Insisting on more organization in methods in training. I.e. if there is to be an "imaginary call", every parameter should be figured out beforehand (is the building on fire, is there smoke, some narration of the situation) | 1 |
| Improved organization and a more consistent follow through on things that we are told will be done. Ongoing delay on CPR and First Aid training is a good example. | 1 |
| I don't think "doing more" is an option for the leadership. Maybe involving the members in taking more responsibility for the needed tasks... | 1 |
| Get organized. Come to meetings ready to share information. | 1 |
| Better enforcement and development of SOP/SOG and Policy | 1 |
| Behave with a welcoming and inclusive environment | 1 |
| Ask the line people what kind of training they want and what would help them instead of guessing or telling them what they think they want to know or do. | 1 |

Answered: 12 Skipped: 1

If you could change only one thing about the work environment at the Stevenson Fire Department...

The word cloud requires at least 20 answers to show.

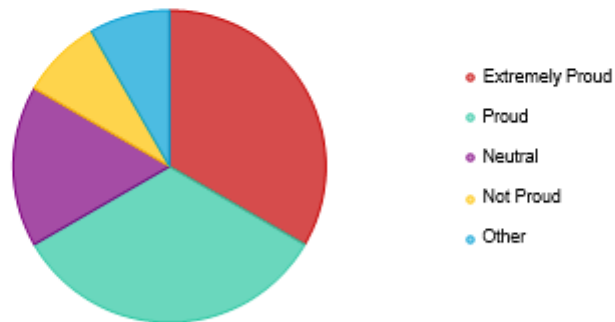
| Response | Count |
|--|-------|
| We need documentation. Training, on-scene duties, apparatus and equipment resource information would help. I have no idea if I am currently EVIP qualified to operate any apparatus, but I drive anyway. | 1 |



| | |
|---|---|
| There needs to be some paid staff to perform most of the admin duties to allow the volunteers to focus on operations. It's too much to burden the volunteers with everything. | 1 |
| The lack of structured training | 1 |
| The Fire Hall | 1 |
| Remove the politics | 1 |
| Published training schedule | 1 |
| Positive Trainings Monthly | 1 |
| New station | 1 |
| Leadership needs to either get back on track or allow others to step up. | 1 |
| Get the city out of it and just be a fire dist | 1 |
| Build New Station and clean/organize the current station. | 1 |
| be respectful | 1 |

Answered: 12 Skipped: 1

How proud are you to tell other people that you are a member of the Stevenson Fir...



| Answers | Count | Percentage |
|-----------------|-------|------------|
| Extremely Proud | 4 | 30.77% |
| Proud | 4 | 30.77% |
| Neutral | 2 | 15.38% |
| Not Proud | 1 | 7.69% |



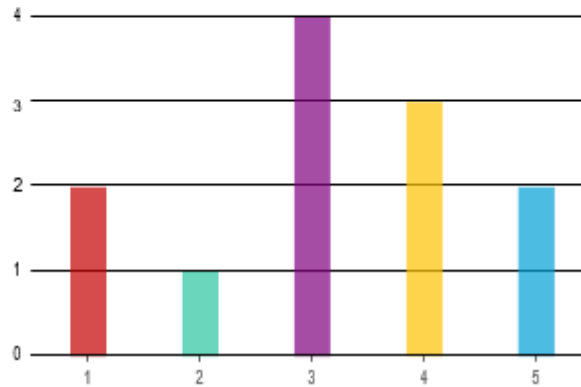
Other 1 7.69%

Answered: 12 Skipped: 1

On a scale of 1 to 5, where 1 is poor and 5 is excellent, how would you rate the...

Average

3.2

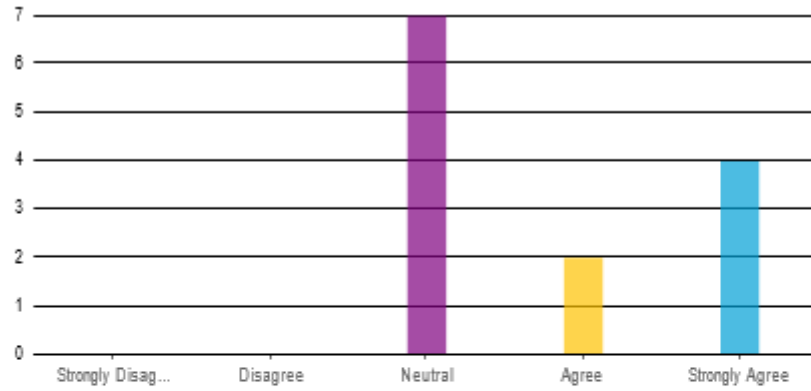


| Answers | Count | Percentage |
|---------|-------|------------|
| 1 | 2 | 15.38% |
| 2 | 1 | 7.69% |
| 3 | 4 | 30.77% |
| 4 | 3 | 23.08% |
| 5 | 2 | 15.38% |

Answered: 12 Skipped: 1

Please identify your level of agreement with each of the following statements about the department's facilities and apparatus:

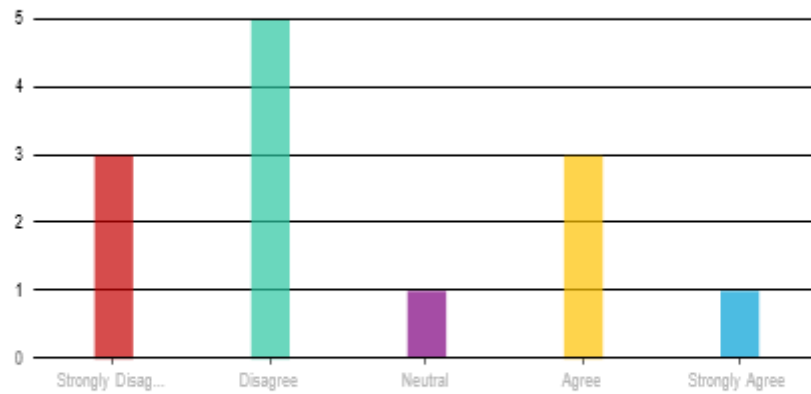
- The existing facilities are adequate to meet the needs of the department.



| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Neutral | 7 | 53.85% |
| Agree | 2 | 15.38% |
| Strongly Agree | 4 | 30.77% |

Answered: 13 Skipped: 0

• The facilities are well maintained.



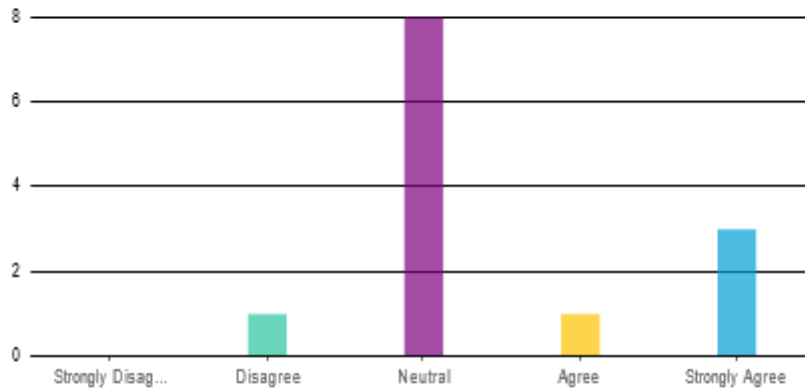
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 3 | 23.08% |
| Disagree | 5 | 38.46% |



| | | |
|----------------|---|--------|
| Neutral | 1 | 7.69% |
| Agree | 3 | 23.08% |
| Strongly Agree | 1 | 7.69% |

Answered: 13 Skipped: 0

● The facilities are in good repair.

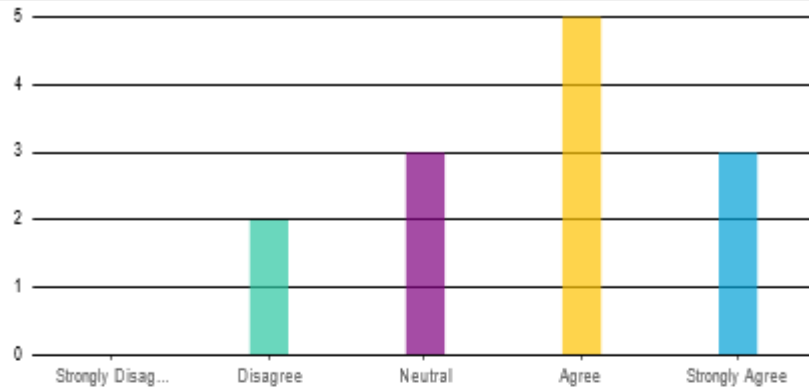


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 1 | 7.69% |
| Neutral | 8 | 61.54% |
| Agree | 1 | 7.69% |
| Strongly Agree | 3 | 23.08% |

Answered: 13 Skipped: 0

● The current fleet of apparatus is adequate to meet the needs of the department.

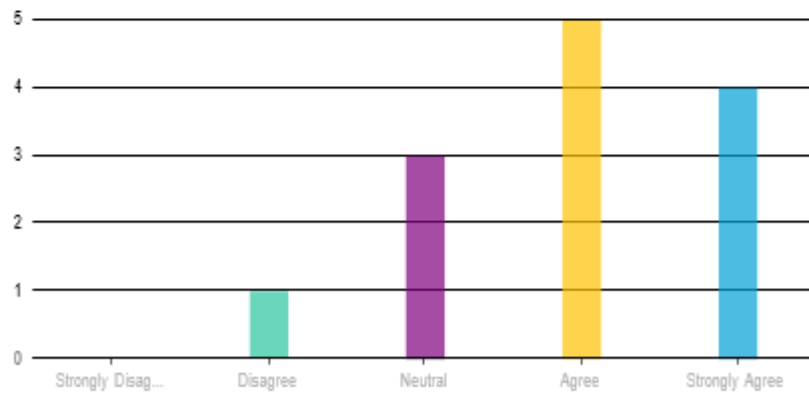




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 2 | 15.38% |
| Neutral | 3 | 23.08% |
| Agree | 5 | 38.46% |
| Strongly Agree | 3 | 23.08% |

Answered: 13 Skipped: 0

● Apparatus are well maintained.

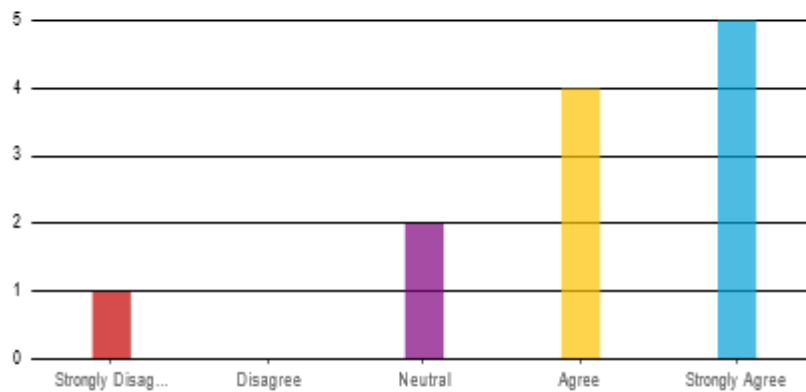


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 1 | 7.69% |

| | | |
|----------------|---|--------|
| Neutral | 3 | 23.08% |
| Agree | 5 | 38.46% |
| Strongly Agree | 4 | 30.77% |

Answered: 13 Skipped: 0

● Apparatus repairs and maintenance are completed in a timely manner.

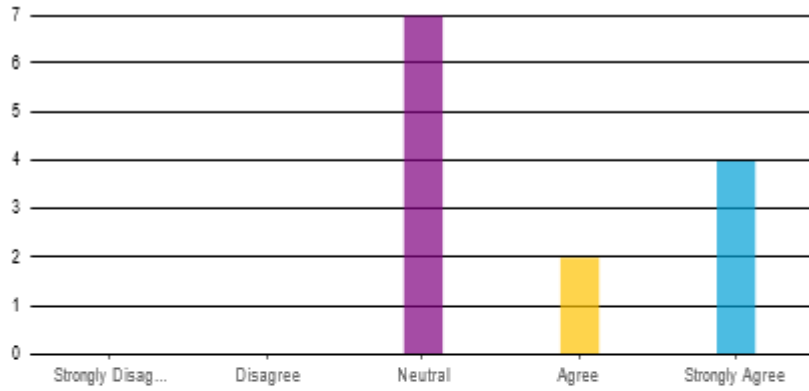


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 0 | 0% |
| Neutral | 2 | 15.38% |
| Agree | 4 | 30.77% |
| Strongly Agree | 5 | 38.46% |

Answered: 12 Skipped: 1

● Hose testing is completed on a regular basis.

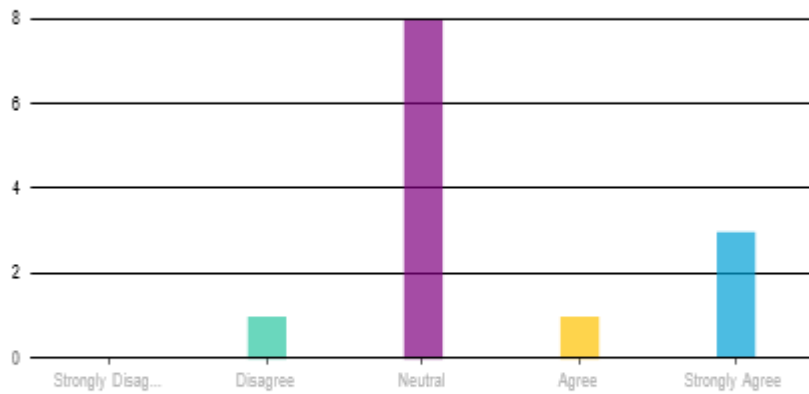




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Neutral | 7 | 53.85% |
| Agree | 2 | 15.38% |
| Strongly Agree | 4 | 30.77% |

Answered: 13 Skipped: 0

• Ladder testing is completed on a regular basis.



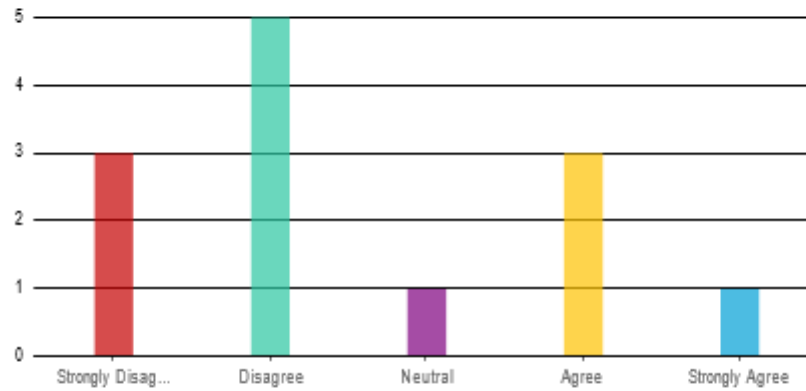
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 1 | 7.69% |



| | | |
|----------------|---|--------|
| Neutral | 8 | 61.54% |
| Agree | 1 | 7.69% |
| Strongly Agree | 3 | 23.08% |

Answered: 13 Skipped: 0

● Pump testing is completed on a regular basis.



| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 3 | 23.08% |
| Disagree | 5 | 38.46% |
| Neutral | 1 | 7.69% |
| Agree | 3 | 23.08% |
| Strongly Agree | 1 | 7.69% |

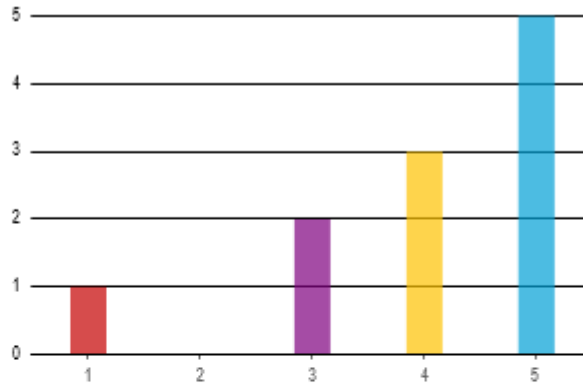
Answered: 13 Skipped: 0

On a scale of 1 to 5, where 1 is poor and 5 is excellent, how would you rate the...



Average

4

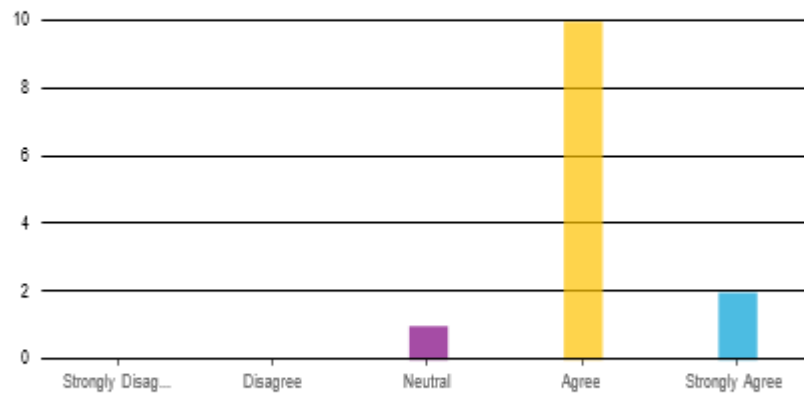


| Answers | Count | Percentage |
|---------|-------|------------|
| 1 | 1 | 7.69% |
| 2 | 0 | 0% |
| 3 | 2 | 15.38% |
| 4 | 3 | 23.08% |
| 5 | 5 | 38.46% |

Answered: 11 Skipped: 2

Please identify your level of agreement with each of the following statements as they relate to the department's community relations:

- The department is respected by the community that it serves.



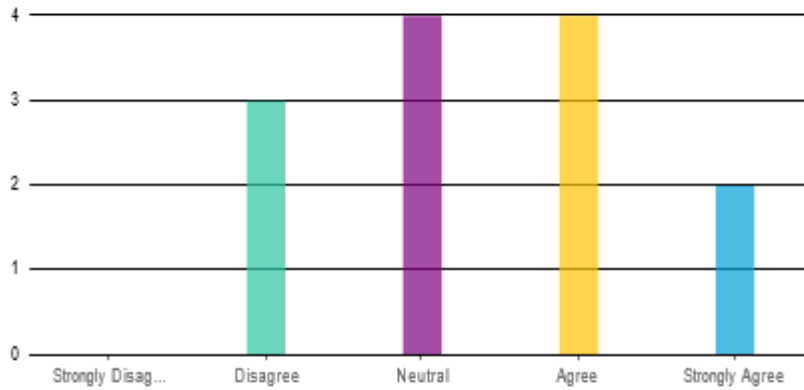
| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |



| | | |
|----------------|----|--------|
| Disagree | 0 | 0% |
| Neutral | 1 | 7.69% |
| Agree | 10 | 76.92% |
| Strongly Agree | 2 | 15.38% |

Answered: 13 Skipped: 0

- The department is sufficiently engaged in the community.

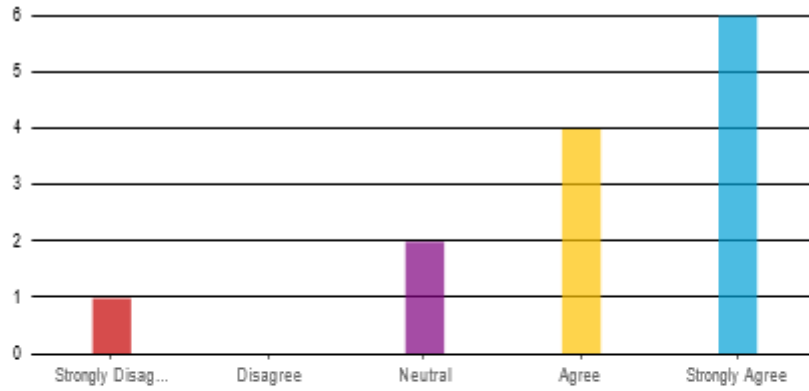


| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 0 | 0% |
| Disagree | 3 | 23.08% |
| Neutral | 4 | 30.77% |
| Agree | 4 | 30.77% |
| Strongly Agree | 2 | 15.38% |

Answered: 13 Skipped: 0

- The department leadership strives to maintain cooperative working relationship...

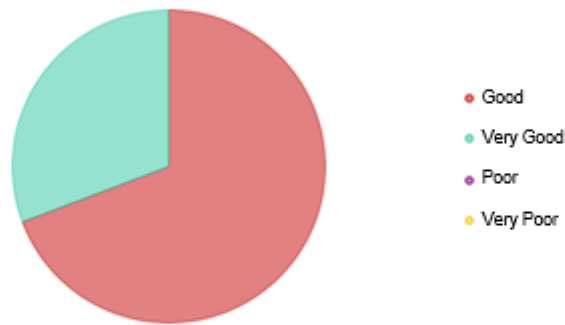




| Answers | Count | Percentage |
|-------------------|-------|------------|
| Strongly Disagree | 1 | 7.69% |
| Disagree | 0 | 0% |
| Neutral | 2 | 15.38% |
| Agree | 4 | 30.77% |
| Strongly Agree | 6 | 46.15% |

Answered: 13 Skipped: 0

In your opinion, what is the community's overall image of the Stevenson Fire...



| Answers | Count | Percentage |
|-----------|-------|------------|
| Good | 9 | 69.23% |
| Very Good | 4 | 30.77% |



| | | |
|-----------|---|----|
| Poor | 0 | 0% |
| Very Poor | 0 | 0% |

Answered: 13 Skipped: 0

In your opinion, what is the department's single greatest strength?

The word cloud requires at least 20 answers to show.

| Response | Count |
|---|-------|
| The community opinion | 1 |
| Th people | 1 |
| Solidarity | 1 |
| Personal Knowledge of Community | 1 |
| Locals helping locals. Experience level of senior firefighters and our chief. Culture of camaraderie. | 1 |
| It's volunteers | 1 |
| Its volunteers | 1 |
| It's people | 1 |
| Gordy | 1 |
| Experience of It's senior members and officers - many having served almost 30 years | 1 |
| Core group of dedicated experienced volunteers that are helpful to the newer volunteers. | 1 |
| A reliable core of individuals who remain dedicated and enthusiastic | 1 |

Answered: 12 Skipped: 1

In your opinion, what is the department's single greatest weakness?

The word cloud requires at least 20 answers to show.

| Response | Count |
|---|-------|
| Not enough volunteers | 2 |
| Turnover of personnel, leaving a huge gap between the long term personnel and the relatively new members | 1 |
| Tribal knowledge rules both our training and procedures. There is no clear path for new staff to become qualified and no clear standards for maintaining qualification. I worry we will have an accident. | 1 |



| | |
|---|---|
| the firehall, its location, condition, parking, getting into and out of it...all of it. It's unsafe, particularly with increasing traffic and speeds on first street. Access for volunteers crossing 14 is also risky | 1 |
| Passports (bigger incidents) | 1 |
| Lack of volunteers | 1 |
| Lack of structured training and learning | 1 |
| Its volunteers | 1 |
| Inability to work with city hall | 1 |
| Effective standards/training programs | 1 |
| Disorganization. | 1 |

Answered: 12 Skipped: 1

In your opinion, what single greatest opportunity should the department take advantage of in th...

The word cloud requires at least 20 answers to show.

| Response | Count |
|--|-------|
| We have the land. Need to build new Station. where we are now there are NO parking spaces. How do you operate a progressive fire dept. without a SINGLE dedicated parking space. | 1 |
| the community and it's volunteers | 1 |
| Resource for shell shock | 1 |
| Mentoring new volunteers who can then step into mentor roles, pass down knowledge | 1 |
| membership from younger volunteers | 1 |
| Learn from the senior memebre before they retire | 1 |
| How many young people they can get | 1 |
| Hire a fulltime fire chief tht can move the fire department forward using the past Chief's work as a solid foundation | 1 |
| FF1 program | 1 |
| Community Involvement | 1 |
| Aggressive outreach for new volunteers. We are short handed on some calls. | 1 |

Answered: 11 Skipped: 2

In your opinion, what is the single most significant challenge that the Department faces in the...



The word cloud requires at least 20 answers to show.

| Response | Count |
|---|-------|
| We need more firefighters, and better trained firefighters. But need to protect the existing culture of camaraderie without making volunteering a chore. | 1 |
| Volunteer time commitment | 1 |
| Undecided | 1 |
| Retirement of the members/officers with decades of experience. There is a very small group with any experience to take over when they leave. | 1 |
| Recruiting | 1 |
| Need more Good members | 1 |
| Maintaining people | 1 |
| Lack of volunteers. No noticeable outreach for volunteers beyond word of mouth. We only have a couple volunteers under 40 and I worry about the number of volunteers in 10 to 20 years when large number of volunteers age out. | 1 |
| Lack of community participation | 1 |
| keeping volunteers | 1 |
| Keeping a sufficient number of volunteers | 1 |
| funding, morale because of lack of funding and decision making by entities who are not intimately involved. | 1 |

Answered: 12 Skipped: 1

Please use the space below to tell us your suggestions or final thoughts for improving the...

The word cloud requires at least 20 answers to show.

| Response | Count |
|---|-------|
| The culture of the existing members is that they know nothing different. | 1 |
| Rely more on opinions from the entire group when making substantial decisions within the department. | 1 |
| recruit more volunteers | 1 |
| More active recruiting | 1 |
| Ideally, the department would include a non-volunteer administrator that works for our current chief. This way we can protect our culture while improving our readiness and most importantly, safety. | 1 |
| I wish there was an actual training regiment and classwork almost. | 1 |



I think the people are great but it won't ever grow without vision and a willingness to make positive changes.

1

How do we get the younger generation to want to volunteer for decades?

1

Every one of the members has a lot to contribute, but has other priorities. The main fire hall is embarrassingly inadequate. Compliance and admin requirements are crushing the leadership, exacerbated by high turnover in members, complicating training.

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Better organization/structure from leadership.

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Answered: 10 Skipped: 3

