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Acknowledgements

Eastside Fire & Rescue Board of Directors

2016 - 2017
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Steve Westlake, Fire Captain
Jon Wiseman, President IAFF Local 2878

Special thanks to Jamie Formisano, Captain Ben Lane and Volunteers Jon Bromberg and David Geller for assisting in the preparation of this document.
On behalf of the members of Eastside Fire & Rescue I am proud to present to you the 2017-2021 Strategic Plan. This plan is the culmination of a six-month public planning process, representing the work and input of every member of the organization, the public and Board of Directors. This plan provides an excellent example of what an open and cooperative public process can produce.

The process began in April at the Board of Director’s meeting, over the course of the next two months an in depth evaluation of the department’s Strengths, Weaknesses, Opportunities and Challenges (SWOC) was conducted. From these meetings, a new fire department mission statement and five strategic priorities were identified. In July, the draft information was presented at five public meetings and hundreds of citizens provided additional feedback via electronic survey. Public comments from all venues and the survey were incorporated into the plan. In August, objectives were identified to support the future achievement of the strategic priorities. The Board of Director’s held two workshops, one in June the other in September, to provide guidance and feedback. Finally, at their October 13, 2016 meeting the Board of Directors’ formally adopted the Strategic Plan.

This plan will serve as a guiding document for the next five years. I will report regularly and update it annually to reflect the progress that has been achieved and to further outline the issues we will be addressing moving forward. The success of this department will be measured, in large part, by our ability to successfully implement the objectives contained in this plan. The continual achievement of the five strategic priorities will ensure the department is well positioned for success.

I would like to offer special thanks to the Strategic Plan Working Committee. This committee worked diligently to drive the formation of the plan. The committee consisted of members from every level of the organization as well as citizen leaders.

Finally, it is with gratitude I express my sincere thanks to all the members of the Eastside Fire & Rescue community for their active participation in the development of this plan. I take great pride in representing such an outstanding group of individuals; your support and participation in the development of this plan demonstrates your Unified Commitment to the success of this organization.
Mission Statement

Excellence in Service
Dedication to Community

Values & Priorities

Compassionate
Providing empathetic service that advocates for the communities we serve in a way that demonstrates “We Care.”

Innovative
Taking responsible risks to develop creative ideas that drive change.

Trustworthy
Demonstrating integrity, strength and ability to do the right thing.

Expertise
Maintaining our knowledge, skills and abilities to ensure the highest level of service is provided.

Professionalism
Professional pride, adhering to a strong code of moral and ethical conduct in appearance, attitude and standards.

Wicked Goal

Achieve a high performing organization status through a unified commitment by all members and internal stakeholders of EF&R.

Unified Commitment is achieved when we all feel as though we belong to the team, we are unified in our commitment to the mission and goals of EF&R, we will strive to experience excitement and enthusiasm about our work, will look forward to working with each other to ensure EF&R is successful.

In so doing, we recognize barriers exist, which must be taken down to achieve a unified commitment. Partners must unify and fully commit to EF&R, assets must be planned and utilized across all partners, labor and management must unite behind what is good for the whole and not personal benefit or preference, volunteers and career firefighters must bridge any divide, and preparation of the organization for operational regionalization must occur.

Our focus is on what brings us together.
Strategic Priority

Employee Development

**Invest, support, and empower** all personnel to realize their potential.

**Objectives:**

1. Strengthen training and development opportunities for members.
   - Awaken a sense of capacity in members.
   - Create opportunities and an environment that allows members to thrive.
2. Develop a robust officer development program.
   - Continue to support and invest in the Joint Apprenticeship & Training Committee (JATC) program.
   - Implement a professional development program.
3. Identify training grounds that maximize availability, functionality and accessibility to meet training demands.
4. Emphasize safety; promote the physical and mental well-being of members.
5. Develop a succession development strategy for all levels, to include small groups.
   - Evaluate and revise the Performance Evaluation Program.
6. Facilitate open and effective communications across all levels.
7. Plan and develop a well-rounded training program designed to support future leadership candidates as they prepare for integrated department management roles.
   - Develop chief officers capable of assuming multiple types of management duties.
8. Develop a strategy to reduce/improve the span of control of line battalion chiefs.
10. Define organizational commitment to recognition programs.
    - Continue conducting annual recognition ceremony.
Strategic Priority
Life Safety

Provide for life safety, and the protection of property and the environment.

Objectives:
1. Establish “All-Hazard” Standards of Response Coverage.
   - Perform and maintain a comprehensive Community Risk Assessment.
   - Perform a detailed All-Hazard critical task evaluation.
   - Perform a comprehensive station and unit evaluation.
   - Perform a comprehensive resource deployment evaluation.
2. Maintain adopted Fire Code standards in all partner service areas.
   - Participate in the planning process of new development, to include transportation planning.
   - Proactively work with partners to ensure Fire Codes and Standard Planning Details are developed, adhered to, and enforced.
   - Evaluate and develop a comprehensive Fire Inspection program.
3. Develop and maintain a robust Emergency Management program.
   - Develop and adopt an Emergency Operations Plan (EOP).
   - Identify and exercise EF&R’s Emergency Operations Center (EOC).
   - Develop and adopt a Continuity of Operations Plan (COOP).
   - Improve, maintain and exercise robust disaster communications capability.
   - Integrate and train on Emergency Management response with all partner agencies.
Provide for life safety, and the protection of property and the environment.

Objectives:

4. Continue to work with regional response partners to address the challenges of regional service delivery.
   - Support the development and implementation of a countywide automatic aid system.
   - Continue to support and develop the regional capabilities of the dispatch system (NORCOM).
   - Continue to support and develop the regional capabilities of special operations.
   - Expand EF&R’s role in the regional training system across all Divisions.
   - Develop a strategy to provide opportunities for personnel to advance their skills to the level of paramedic within the framework of the regional Medic One system.

5. Continue to develop, support, and improve all volunteer programs.
   - Develop and implement volunteer deployment strategies that address needs.
   - Improve supervision and support.
   - Develop quality recruitment, retention, and recognition programs.
   - Identify and develop support for volunteer classifications to include, but not limited to: Support Service, Chaplain, Firefighter and Community Volunteers.

6. Implement the use of the Relationship by Objective (RBO) committee process to expand participation across EF&R.

7. Evaluate the benefits and deadlines of accredited status through the Center for Public Safety Excellence, Commission on Fire Accreditation International.
Be a **sustainable**, **adaptive**, and **innovative** fire department.

**Objectives:**

1. Provide plans for new facilities as well as the expansion and renovation of aging infrastructure and the replacement of equipment and apparatus.
   - Develop a long-term Capital Improvement Program (CIP).
   - Continue to support and enhance the Equipment Replacement Plan.
2. Assess, evaluate and adapt internal support programs.
   - Perform an assessment relative to new and emerging technologies.
     - Address communication challenges across 15 facilities.
   - Develop programs to streamline administrative support for all Divisions.
   - Maximize the utilization of current automated systems.
   - Develop an asset and inventory system.
3. Maintain regional position as most efficient Fire Department Operation.
   - Maintain and promote the long-term fiscal health of the department.
   - Identify and pursue new and existing sources of revenues.
   - Ensure department budgetary needs are regularly communicated to internal and external stakeholders.
   - Develop strategies to pursue grant funds.
4. Explore and evolve new service delivery models.
   - Identify and evaluate alternative service delivery for line and staff functions.
   - Evaluate the provision of Advanced Life Support (ALS) & Basic Life Support (BLS) Service.
     - Develop an ALS COOP.
   - Monitor response trends, and adjust service delivery to match community demand.
Be a **sustainable**, **adaptive**, and **innovative** Fire Department.

**Objectives:**

5. Identify a strategy to recruit, develop, and retain a professional and diverse workforce.
   - Enhance lateral and entry level recruitment processes.
   - Utilize the RBO process to develop and maintain recruitment processes that promote the development of diverse recruit candidates.
   - Develop strategies to retain current employees from transferring to neighboring departments.
   - Develop strategies to maximize the length of retirement notices.

6. Maintain and enhance the governance model.
   - Develop a strategy to maximize the term of commitment from Inter-Local Agreement (ILA) Partners.
   - Identify and celebrate Partners’ success.
   - Identify and support Partners during difficulties.
   - Develop strategies to evaluate benefits of adding future partners.
Strategic Priority

Community Partnerships & Outreach

Advance partnerships that educate and strengthen relationships.

Objectives:

1. Develop a marketing plan that fully describes who EF&R is and the value we provide to the community.
   - Develop a strategy to address the unique attributes of the communities we serve.
   - Develop strategies for reaching non-profits, businesses and community groups.
   - Pursue strategies with community partners encouraging the development and implementation of mutual goals.
   - Pursue strategies to fully utilize social media to communicate with citizens and community partners.
   - Coordinate with ILA partners to share communication resources where possible.
   - Fully utilize the Agency website to enhance visibility.
   - Advance and protect the EF&R brand.

2. Develop a Community Communications Plan that represents Department member’s commitment to organizational values and public safety.

3. Maximize positive public interaction.

4. Develop and educate on comprehensive outreach, preparedness, and prevention programs to address community needs. (i.e., Develop Explorer/Junior Firefighter Program).
Be a high performing **unified** Board.

**Objectives:**

1. Develop a strategy to strengthen Board Director roles and responsibilities.
   - Lengthen the term of elected members (at least two years).
2. Develop a detailed Board member training program.
   - Orientation to EF&R.
3. Advocate and support the well-being of EF&R.
4. Fully implement Board Policy 0003 Directors Roles & Responsibilities.
5. Consider strategy for creating at-large community member positions on the Board.
Excellence in Service

Dedication to Community
In Memoriam
FF Mike VanDenBergh