

# **KING COUNTY FIRE DISTRICT 34**

## **Strategic Plan**

### **2009 - 2013**

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# KING COUNTY FIRE DISTRICT 34

## Strategic Plan

### 2009 - 2013

#### Purpose

The King County Fire District 34 Board of Fire Commissioners, with input from constituents, fire department staff, and other stakeholders, developed this strategic plan for the purpose of providing a living document that clearly outlines the Fire District's structure, goals, and direction. The Board will utilize this plan for the short- and long-term needs of the District, while providing a monitoring and status reporting structure.

It is the intent of the commissioners that this document will have a positive impact on achieving an organizational culture that is based on a foundation of "continuous improvement" as related to services provided the community and will assist future commissions in maintaining continuity of those services and organizational goals.

#### Mission

**King County Fire District 34 and its Board of Fire Commissioners exist for the purpose of providing the organizational structure, leadership, and management oversight of fire department services provided for the residents of the District. This is accomplished through diligent stewardship of financial, human, material, and environmental resources, and the application of sound business practices that will maximize the utilization of these resources.**

#### Goals

Goal #1: The Fire District will ensure that an effective and efficient organizational structure is maintained for the purpose of providing quality fire department service delivery to its constituents that includes fire protection, emergency medical services, technical and rescue response, public education, and fire cause determination.

Goal #2: The Fire District will provide the financial stewardship and oversight of all funds provided by its constituents to ensure that tax dollars are utilized in the most efficient and effective manner possible.

Goal #3: To the extent possible, the Fire District will seek to work in a collaborative manner with both local and regional stakeholders.

Goal #4: The Fire District will work to continue to be in compliance with all applicable laws and regulations governing the management of a fire district in the state of Washington.

Goal #5: The Fire District will strive to maintain open and viable communications with constituents and other stakeholders.

#### Objectives: (These Objectives address all five Goals)

Objective #1: Beginning with the adoption of this strategic plan, the Board of Fire Commissioners will develop and institute a financial strategic plan for the District that will support the mission and goals of the organization covering a period of at least five years.

Objective #2: The Board of Fire Commissioners will review the adopted organizational by-laws annually and update as necessary.

October 26, 2009

- Objective #3: During 2009, the District will sell Fire Station 15.
- Objective #4: During 2009-10, the District will attempt to purchase or procure land to build a new fire station for the purpose of enhancing fire department services to residents of the District.
- Objective #5: Dependent on the time frames associated with procuring land for a new fire station and the completion of a new station during 2010 and 2011, the District Commissioners will sell Fire Station 13.
- Objective #6: Dependent on the time frame associated with the purchase of a new fire station site during 2009-10, the District will initiate the permitting process for preparation of the site and construction.
- Objective #7: The District will continue to enhance communications with constituents and other stakeholders through written newsletters, the district web site, personal contact, and public outreach.
- Objective #8: The District will continue to seek and be open to local and regional collaborative opportunities that may improve the efficiencies and effectiveness of services provided.
- Objective#9: During 2009, the Commission will work with the City of Redmond in updating and preparing a new Services Agreement for the purpose of contracting for fire department services.
- Objective #10: By January 1, 2010, the Fire District, in concert with the Redmond Fire Department, will fulfill the requirements of the State of Washington House Bill 1756, an act relating to the Occupational Safety and Health of Fire Department Employees.
- Objective #11: By January 1, 2010, the Commission is expecting that the Redmond Fire Department will have deployed and be utilizing Mobile Data Computers on all responding vehicles owned and operated by the Department.

### **Action Plans and Monitoring**

- Objective #1** *Beginning with the adoption of this strategic plan, the Board of Fire Commissioners will develop and institute a financial strategic plan for the District that will support the mission and goals of the organization and cover a period of at least five years.*

By December 31, 2009, the Commission will complete a financial strategic plan that supports the mission and goals of the District. The budget and financial strategic plan will be reviewed at least monthly by the Commission.

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(On-going)

Lead: Commissioner Johnston

- Objective #2** *During 2009, the Board of Fire Commissioners will review and update the Policies and Procedures and bylaws of the District as necessary.*

Lead: Commissioner Colson

October 26, 2009

**Objective #3** *During 2009, the District will attempt to sell Fire Station 15.*

- a. By January 31, 2009, Fire Station 15 will be put on the market for sale.
- b. By July 30, 2009, the Board of Fire Commissioners will request that the ownership of Fire Station 15 be transferred back to the Fire District from the City of Redmond.

Lead: Commissioner Lucarelli, who will work closely with Kinnon Williams on the project.

**Objective #4** *During 2009-10, the District will attempt to purchase or procure land to build a new fire station for the purpose of enhancing fire department services to residents of the District.*

This is an ongoing task. The District will utilize the Deccan software to assist with location issues in this objective.

Lead: Commissioner Lucarelli, who will continue working with Kinnon Williams, Ron Seng, Bridget Weaver and fire department staff on this project.

**Objective #5** *Dependent on the time frames associated with procuring land for a new fire station and the completion of a new station during 2010 and 2009, the District Commissioners will sell Fire Station 13.*

This task is linked to the consolidation/relocation of fire stations in order to construct a more centrally located new fire station for the District. This action plan will be monitored by the group having responsibility for the purchase of new land for a fire station.

Lead: Commissioner Lucarelli

**Objective #6** *Dependent on the time frame associated with the purchase of a new fire station site during 2009-10, the District will initiate the permitting process for preparation of the site and construction.*

Lead: Commissioner Lucarelli

**Objective #7** *The District will continue to enhance communications with constituents and other stakeholders through written newsletters, the district web site, personal contact, and public outreach.*

During 2009, the District will enhance and expand its use of the Official Web Site and develop and distribute Newsletters as necessary.

Lead: Commissioner Johnston working with Bridget Weaver

**Objective #8** *The District will continue to seek and be open to local and regional collaborative opportunities that may improve the efficiencies and effectiveness of services provided.*

All Commissioners will engage, as necessary, in the discussions regarding a regional fire authority.

The Commission will continue to work with the City of Redmond in evaluating the dispatch services provided by the City of Redmond and NORCOM.

All Commissioners will attempt to participate in activities of the Washington State Fire Commissioners Association.

October 26, 2009

**Objective#9** *During 2009, the Commission will work with the City of Redmond in updating and preparing a new Services Agreement for the purpose of contracting for fire department services.*

Leads: Commissioners Colson and Johnston with Kinnon Williams

**Objective #10** *During 2009, the Fire District, in concert with the Redmond Fire department, will fulfill the requirements of the State of Washington Senate House Bill 1756, an act relating to the Occupational Safety and health of Fire Department Employees.*

Lead: Commissioner Johnston

**Objective #11** *By January 1, 2010, the Commission is expecting that the Redmond Fire Department will have deployed and be utilizing Mobile Data Computers on all responding vehicles, owned and operated by the Department*

Lead: Commissioner Lucarelli. All Commissioners will closely monitor progress regarding this Objective.

## COMPLETED OBJECTIVES AND ACTION PLANS

**Objective #2:** During 2008, the Board of Fire Commissioners will develop, adopt, update, and maintain bylaws that will provide functional direction for the Commission. (Completed)

- At the December 2008 meeting, the District will have proposed bylaws ready for adoption and implementation.

**Objective #7:** During 2008, the Fire District will complete the planned enhancements to the emergency access corridors. (Completed)

- Action Plan; By December 31, 2008, the Commission will complete a financial strategic plan that supports the mission and goals of the District. The budget and financial strategic plan will be reviewed at least monthly by the Commission. (Completed)