****

**STRATEGIC PLAN TIMELINE**

***THEME #1 – HOW DO WE SAVE MORE LIVES?***

**Strategic Initiative 1.1 – Improve Survivability for Victims of Fire, Hazardous Materials Release, Entrapment or other Crisis Incidents.**

**Objective 1.1.1** – Provide a minimum daily staffing level of at least five fire responders and one chief officer (six total) throughout the District.

**Lead:** Fire Chief  **Support:** DC Operations

**Timeline:** December 31, 2024

**Objective 1.1.3** – Zero civilian fire fatalities or significant injuries measured annually.

**Lead:** DC Training **Support:** Records Manager, DC Operations

**Timeline:** ONGOING

**Objective 1.1.4** – Arrive on scene of structure fires within 14 minutes, 80% of the time.

**Lead:** DC Operations **Support:** Records Manager, Fire Chief

**Timeline:** ONGOING

**Strategic Initiative 1.2 – Improve Survivability of Patients Experiencing Acute Medical Emergencies.**

**Objective 1.2.4** – Participate in activities that improve bystander, hands only CPR participation.

**Lead:** DC Training **Support:** DC Operations, Records Manager

**Timeline:** Ongoing

**Objective 1.2.5** – Explore ways we can add value to our EMS service and supplement our existing ALS service in times of overwhelming demand.

**Lead:** Fire Chief **Support:** Records Manager, DC Operations

**Timeline:** Ongoing

**Objective 1.2.6** – Arrive on scene of medical emergencies within 10 minutes, 80% of the time.

**Lead:** DC Operations **Support:** Records Manager, Fire Chief

**Timeline:** Ongoing

**Objective 1.2.7** – Provide a minimum staffing level of at least two EMS responders for all emergency medical responses.

**Lead:** DC Operations **Support:** Records Manager, Fire Chief

**Timeline:** June 2023 Waiting on timeline

 **Strategic Initiative 1.3 – Improve Firefighter/EMT Safety and Survival.**

**Objective 1.3.1** – Implement policies, strategies and training that limit firefighter exposure to high-risk operations.

**Lead:** DC Training **Support:** DC Operations, DC Resources

**Timeline:** Ongoing

**Objective 1.3.2** – Provide at least one qualified Safety Officer at all incidents requiring establishment of command.

**Lead:** DC Training **Support:** DC Operations, DC Resources

**Timeline:** Complete

**Objective 1.3.3** – Develop a leadership training program for all field and command level positions.

**Lead:** DC Training **Support:** Fire Chief, DC Operations

**Timeline:** Ongoing

**Objective 1.3.4** – Improve radio communications.

**Lead:** DC Resources **Support:** DC Operations, DC Training

**Timeline:** Ongoing

**Objective 1.3.5** – Provide an employee health and wellness program to better protect employees over time.

**Lead:** DC Training **Support:** Fire Chief, Finance Officer

**Timeline:** Ongoing

**Strategic Initiative 1.4 – Improve Agency Resiliency During Crisis-Level Events.**

**Objective 1.4.1** – Improve coordination strategies with local, state, and federal partners.

**Lead:** Fire Chief **Support:** DC Training, DC Operations

**Timeline:** Ongoing

**Objective 1.4.4** – Develop an emergency supply cache program.

**Lead:** DC Resources **Support:** Fire Chief, Finance Officer

**Timeline:** Ongoing

**Objective 1.4.5** – Update, share, and exercise a district emergency operation plan to include the district commissioners

**Lead:** Dilley **Support:** Fire Chief,

***THEME #2: HOW DO WE MEET THE INCREASING DEMANDS OVER THE COMING YEARS?***

**Strategic Initiative 2.1 – Reduce Financial and Legal Risk/Liability to SWFE.**

**Objective 2.1.1** – Address fire station safety/seismic safety in current and future capital improvement plans.

**Lead:** DC Resources **Support:** Fire Chief, Finance Officer

**Timeline:** December 31, 2024

**Objective 2.1.2** – Conduct a Standards of Cover study.

**Lead:** Fire Chief **Support:** DC Operations, Finance Officer

**Timeline:** December 31, 2023

**Objective 2.1.3** – Enhance fire station accommodations to better meet changing staffing patterns and programs.

**Lead:** DC Resources **Support:** Fire Chief, Finance Officer

**Timeline:** Complete

**Objective 2.1.4** – Improve the health of the apparatus fleet to ensure reliability for response and on scene capabilities.

**Lead:** DC Resources  **Support:** DC Operations, Finance Officer

**Timeline:** December 2024

**Objective 2.1.6** – Continue the practice of reviewing all SWFE policies and procedures continuously for accuracy and provide training to all members as updates occur.

**Lead:** Fire Chief **Support:** All Staff

**Timeline:** Ongoing

**Strategic Initiative 2.2 – Improve Efficiency Within the Current Budget System.**

**Objective 2.2.1** – Maintain Workers' Compensation costs below 3% of annual budget.

**Lead:** DC Operations **Support:** DC Training, Finance Officer

**Timeline:** Ongoing

**Objective 2.2.2** – Pursue grant opportunities with a positive return on investment.

**Lead:** DC Resources **Support:** Fire Chief, Finance Officer

**Timeline:** Ongoing.

**Objective 2.2.3** – Develop a succession plan for all levels in the organization.

**Lead:** Fire Chief **Support:** All Staff

**Timeline:** July 2025

**Objective 2.2.4** – Develop a community risk reduction plan to reduce/mitigate demand for service (fall prevention, fire prevention, etc.).

**Lead:** Fire Chief **Support:** DC Operations, DC Training

**Timeline:** July 2024

**Objective 2.2.6** – Explore strategies to improve recruitment and retention of personnel/percentage of turnover.

**Lead:** DC Operations **Support:** Fire Chief, Records Manager

**Timeline:** Ongoing

**Objective 2.2.8** – Develop a method of providing/communicating rapid organizational updates to all members.

**Lead:** DC Operations **Support:** Commissioner Erickson

**Timeline:** December 2024

**Strategic Initiative 2.3 – Prepare the Agency for the Next Economic Downturn.**

**Objective 2.3.1** – Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs.

**Lead:** DC Resources **Support:** Finance Officer, Fire Chief

**Timeline:** Ongoing

***THEME #3: HOW DO WE BETTER MARKET OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?***

**Strategic Initiative 3.1 – Promote a Positive Agency Reputation Within the Community.**

**Objective 3.1.1** – Provide rapid and accurate information on important SWFE services and activities.

**Lead:** Chief Ney **Support:** Commissioner Erickson

**Timeline:** December 2024

**Objective 3.1.3** – Improve community recognition of the performance, successes and challenges of SWFE.

**Lead:** Chief Ney **Support:** Commissioner Erickson

**Timeline:** December 2024

**Strategic Initiative 3.2 – Provide Downward Pressure on Fire Insurance Premium Costs Within the Community.**

**Objective 3.2.1** – Maintain a Washington Surveying and Rating Bureau (WSRB) - Class 6 Rating or better.

**Lead:** Fire Chief **Support:** DC Operations, Records Manager

**Timeline:** Ongoing

**Objective 3.2.2** – Prioritize salvage operations on emergency incidents to lower post-fire damage due to salvage and overhaul activities.

**Lead:** DC Operations **Support:** DC Training, DC Resources

**Timeline:** Ongoing

**Objective 3.2.3** – Provide fire prevention education and its impact on insurance rates to target audiences within the community (homeowners, business owners, homeowners’ associations). Ensure a robust fire prevention program.

**Lead:** DC Operations **Support:** Administrative Specialist, Fire Chief

**Timeline:** Ongoing

**Strategic Initiative 3.3 – Provide Value Beyond the 911 Call.**

**Objective 3.3.2** – Provide a workplace where people of all backgrounds and associations feel welcomed. Ensure a recruiting process that attracts a diverse candidate pool.

**Lead:** DC Operations **Support:** Records Manager, Fire Chief

**Timeline:** Ongoing

**Objective 3.3.3** – Continue to recruit members from the local community and off island for better service to the community.

**Lead:** DC Operations **Support:** Records Manager, Fire Chief

**Timeline:** Ongoing