



City of
Pasco Fire
Department

Pasco, Washington

January 2021

Fire Department STRATEGIC PLAN

FINAL REPORT

ESCI Emergency Services
Consulting International

Providing Expertise & Guidance that Enhances Community Safety

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PROCESS & ACKNOWLEDGMENTS

The Pasco Fire Department (PFD) contracted Emergency Services Consulting International (ESCI) to facilitate and construct the Department's strategic plan. A strategic plan is short-term (typically five years) and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Three key components of a strategic plan are included within an environmental scan—assisting agency feedback (neighboring agencies who routinely assist the Pasco Fire Department directly with tactical or service assistance), citizen feedback, and internal stakeholder assessment (the results of which are each discussed in detail within this report). The scan is intended to identify structural, cultural, or other potential obstacles that may impede progress on the work plan. In short, combined, the three elements provide context by which the Department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and develop the actual strategic plan contained in this report. The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once a strategic plan is created and adopted, the elements are divided among smaller task teams made up of members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with the implementation of the strategic plan.

ESCI thanks the members of the Pasco Fire Department for their dedication and commitment to the strategic planning process. The citizens, administration, support staff, and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community.

It is noteworthy that this entire strategic planning process was conducted during the COVID-19 pandemic. Thus, every element was facilitated virtually via GoToMeeting™, an online conferencing software system. While the technology was easy to use and without any major glitches, the process of conducting and facilitating a strategic plan and two external forums was challenging as compared to the usual face-to-face practice. All participants took the virtual process in stride and contributed to quality feedback. This document reflects that commitment to excellence.

The following page lists various internal and external stakeholders who worked to create this plan. Those attending the citizen forum participated in an evening session to accommodate the schedules of attendees who may have been unable to attend during the daytime due to work commitments. The citizen forum was conducted prior to engaging the internal planning team so that the external environment could be understood. The internal planning team then met in a two-day workshop to review internal and external feedback and to develop the strategic plan.

CITIZEN FORUM PARTICIPANTS

Adan Suarez	Heath Kohler
Becky Grohs	Kedrich Jackson
Chariss Warner	Mary Ebbers
Charlie Grigg	Matt Watkins
Colin Hastings	Mike Miller
Dallas Barnes	Nicolas Zavala
Dennis Gisi	Pat Kenny
Derek Wiitala	Steve Story
Felix Vargas	Tom Yazwinski
Gabriel Portugal	Troy Hendren

ASSISTING AGENCY PARTICIPANTS

Chief Lonnie Click	Chief Mike Harris
Chief Paul Carlyle	Chief Mike Wickstrom
Chief Chad Michael	Manager Kim Lettrick
Chief Tom Huntington	Chief Duane Van Beek (ret.)

INTERNAL PLANNING TEAM

Matt Nelson	Ben Shearer
Manny Almanzar	Andre Roybal
James McGrath	Gilberto Diaz
Mike Maier	Chris Mortensen
Jason McGary	Pete Loera
Eric Woods	Brandon Wertman
Trevor Jones	Grant Williams
Justin Lockman	Michael Gibbon
Valorie Tomren	Ryan Savage
Todd Pyper	Raquel McGrath
Ryan Sellick	Pat Heeren
Ty Schoenwald	

The following are letters of endorsement from the International Association of Firefighters Local 1433, who represent the firefighters and company officers of the Department; the Fire Chief; and the elected officials. These letters reflect their commitment to the process, the results, and the work ahead to implement this Strategic Plan.

Fire Chief Endorsement Letter



City of Pasco Fire Department • (509) 543-5709 • Fax (509) 543-5717
P.O. Box 293 • 1011 East Ainsworth St • Pasco, WA 99301

Dear Citizens and Council Members of the City of Pasco:

The updated Pasco Fire Department Strategic Plan is based upon the foundational Master Plan and is the culmination of four months of effort and collaboration between the administrative staff, IAFF Local #1433, Emergency Services Consulting International and community representatives. This document was updated based on significant completion of the elements in the 2017 Strategic Plan. The updated plan serves as a roadmap to achieving the visions and determining the future of your fire department.

The implementation of the goals and strategies identified in this plan will reaffirm our commitment to service and excellence. The plan is intended to be a living document that will guide your department and its missions into the future.

Your continued support is critical to the strategies and goals that are outlined within the plan. As we move forward, your participation and encouragement will be crucial to our success. Undoubtedly, the plan will be reviewed, analyzed and updated periodically as needs change as was done in this updated plan. Your input is vital.

I appreciate the efforts of all who have been involved in this endeavor, and I am pleased with the results.

Thank you!

Very Truly,

A handwritten signature in black ink, appearing to read "Robert W. Gear", with a long horizontal line extending to the right.

Robert W. Gear
Fire Chief
Pasco Fire Department

"Honorably Protect and Serve Our Community"

IAFF Local 1433 Endorsement Letter



Pasco Union Firefighters

International Association of Firefighters

P.O. Box 568 Pasco, WA 99301

To: City Manager Zabell

Fire Chief Gear

From: Chris Mortensen, Local 1433 President

RE: Endorsement of Strategic Plan

Date: 3-21-2020

To: Pasco City Council, City Manager Zabel, Fire Chief Gear,

On behalf of the Pasco Union Firefighters Local 1433, I would like to place our official endorsement on the newly revised Strategic Plan for the Pasco Fire Department.

As internal stake holders, we sincerely appreciate the invitation bestowed to our members to engage in and have a voice in the direction of the Fire Department. Within the plan, you will find several statements in which our outstanding Labor Management relationship is mentioned and guidelines alluding to its continuation.

We take a tremendous amount of pride working for the City of Pasco and providing the highest-level service delivery to the citizens we serve. We believe this document to be a resource that defines our service expectations, our relationship with the City administrators and its residents, and the short- and long-term goals we intend to meet.

Sincerely,

A handwritten signature in black ink, appearing to be "Chris Mortensen", written over a horizontal line.

Chris Mortensen

President, IAFF Local 1433

PLAN RELATIONSHIPS

The Pasco Fire Department has a culture and history of planning for the future and using data to drive decision-making. To that end, Pasco Battalion Chief Garrett Jenks wrote an excellent analysis of the previous planning efforts and how they connect with each other and build on the foundation previously laid by the earlier planning efforts. That analysis is attached to this plan as **Appendix E**. The following reflects an overview of the planning efforts to date and their relationships with each other.

2016 PFD Master Plan

In 2016, PFD developed a ten year emergency services master plan to keep, "...the fire department from lagging behind community growth and development, [and] maintaining or enhancing service as the community grows." As the master plan itself goes on to state, "...it is an effective policy-making and budgeting tool as well. Knowing where and how the community will grow into the future and what the fire department will need in terms of policy and budget support to address it—well in advance—is a critical element of city council deliberation."

2017 PFD Strategic Plan

Among the 2016 master plan recommendations was developing and adopting a strategic plan. The purpose of a strategic plan is to develop and prioritize a workplan, and can also coordinate implementation of the master plan, as was the case with PFD. The following year (2017) a strategic plan was developed and adopted. That five year strategic plan was completed in 2020, a full two years early. The major elements of the ten year master plan are substantially complete or well under way.

2021 PFD Strategic Plan Update

With this report, the Pasco Fire Department is establishing the 2021 strategic plan update to the 2017 plan, which is essentially all new initiatives. Significantly, this strategic plan also recommends an update to the PFD master plan due to anticipated changes in the near future.

City of Pasco Comprehensive Land Use Plan

A master plan update is needed to address the enormous growth projections based on the recently adopted City of Pasco Comprehensive Land Use Plan. The projections therein will further challenge PFD to meet the service demand that will come with expanded urban growth boundaries, increased population, new development, and new commercial/gaming sites.

ENVIRONMENT SCAN

The approach taken in this planning process includes an in-depth environmental scan from the agencies that regularly assist PFD (external), a select group of citizens (external), and finally, the perspectives of the internal line staff (internal). This section provides a summary of the results of those processes.

Assisting Agencies Forum Results

The Fire Chiefs, Directors, and Managers of PFD's assisting agencies were collectively assembled on October 26, 2020, and participated in a virtual forum facilitated by ESCI. The process was an open discussion on issues of regional collaboration, the Pasco Fire Department as a partner, and other issues of interest to the participants.

The major topic areas were:

- Pasco Fire Department as a partner
- Opportunities for joint purchasing
- Potential for combined special operations
- Regional training improvements/opportunities
- Regional Incident Management Team staffing
- Current auto aid effectiveness
- Other issues of interest or opportunities

The group expressed their support and appreciation for the level of cooperation and assistance PFD provides to the region. The group's consensus was that Pasco is a great partner and regional leader and was an exceptional player in coordinating extensive resources regionally. An example was offered that Pasco purchased very large ventilation fans for large area operations, and coordinated with Walla Walla Fire District #5 and Franklin County Fire District #3 to make the fans a regional asset whereby FCFD#3 provided trailers to tow the fans, and WW#5 mounted the fans, stores, and operates the trailers making them available to the entire region on an as needed basis. The fans are a seldom required but critically necessary resource for large area ventilation operations. The region likely does not need to duplicate this strategic resource but can share in the burden of deployment.

Combined special operations are already well underway, with the region moving toward technician engines for special and hazardous materials operations, rather than the traditional approach of developing a stand-alone hazardous materials team, for example.

Regarding regional training improvements and opportunities, the training officers for all of the region's agencies currently work together consistently and collaborate well. The agencies in the region have moved to Subject Matter Expert (SME) instructors to augment training in regional fire academies and other regional training activities.

This spreads the burden of providing the training across the region and engages the expertise from each agency, further breaking down barriers that could otherwise be created if each agency had to provide its own, all-inclusive training program. Kennewick and Pasco both have training centers they share with the region. Regional recruit academies are conducted and coordinated as often as possible except where timing is off for a possible participant agency or where an academy must accommodate volunteer recruits whose schedules are less flexible than their career counterparts. An opportunity also exists to expand officer development to become the next level regional approach.

Incident Management Team staffing is already in place with the Southeast Washington Interagency Incident Management Team, which is a Type 3 team. However, there is an effort underway to develop a Type 4 overhead team with cadres of expertise to come and assist an agency with small overhead team. Being intentional about the development of this concept would further enhance regional cooperation and partnerships.

The current effectiveness of automatic aid is high. Automatic aid is defined as responses from neighboring agencies that are already preprogrammed into the standard response for target hazards or geographically remote areas. However, the group agreed that it could be more formalized, including move-ups to backfill empty stations with regional partners during a major incident.

There was concern expressed regarding law enforcement defunding discussions and mental health response issues in law enforcement within the region. The likelihood of a spillover effect on fire/EMS is very high, and all agreed that inter-agency conversations need to occur.

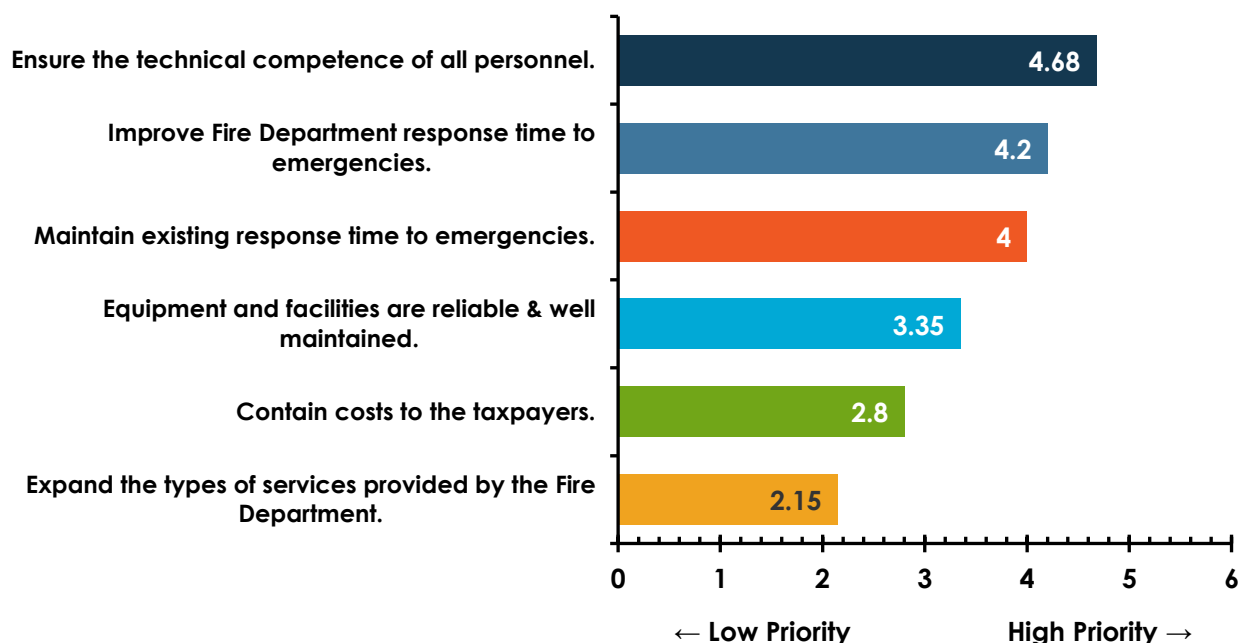
In summary, all agreed that the region should continue to improve and standardize operationally but should leave the operational issues to the Deputy Chiefs. The Fire Chiefs agreed that those attending the assisting agency forum (along with Chief Gear) should focus on developing a long-range plan for the region as the first step. The participants stated that the Chiefs should start formalizing some of the informal collaboration done now and should develop long-range plans for the region, starting with identifying what regional initiatives should be the focus. The group agreed they should identify the elements/initiatives of that plan, and their work should flow from that plan. Engaging with the City Managers adds value to the plan, adds credibility with the elected officials, and increases the credibility of the fire service as an industry. As stated by one participant regarding the planning and current regional growth, "...we must ensure the future we want instead of dealing with the future we get."

Citizen Forum Results

Twenty (20) citizens of Pasco attended the citizen forum conducted virtually on October 27, 2020, to discuss the Department and provide feedback during a structured, facilitated survey. They represented area businesses, citizens who have received services from PFD in the past, nongovernmental organizations, community influencers, and other key external stakeholders, as identified by the Pasco Fire Department. The attendees were given an orientation of the Department, which equipped them with a basic understanding of the contemporary issues facing their fire service delivery system.

The results of the citizen forum were presented to internal staff to inform them of the planning and service priorities the citizens had, as well as their attitudes and opinions about the staffing, response, and cost components of the Department. The following figures illustrate the attendees' responses and should serve to guide the Department as it develops its strategic plan for the next five years.

Figure 1: Citizen Planning Priorities

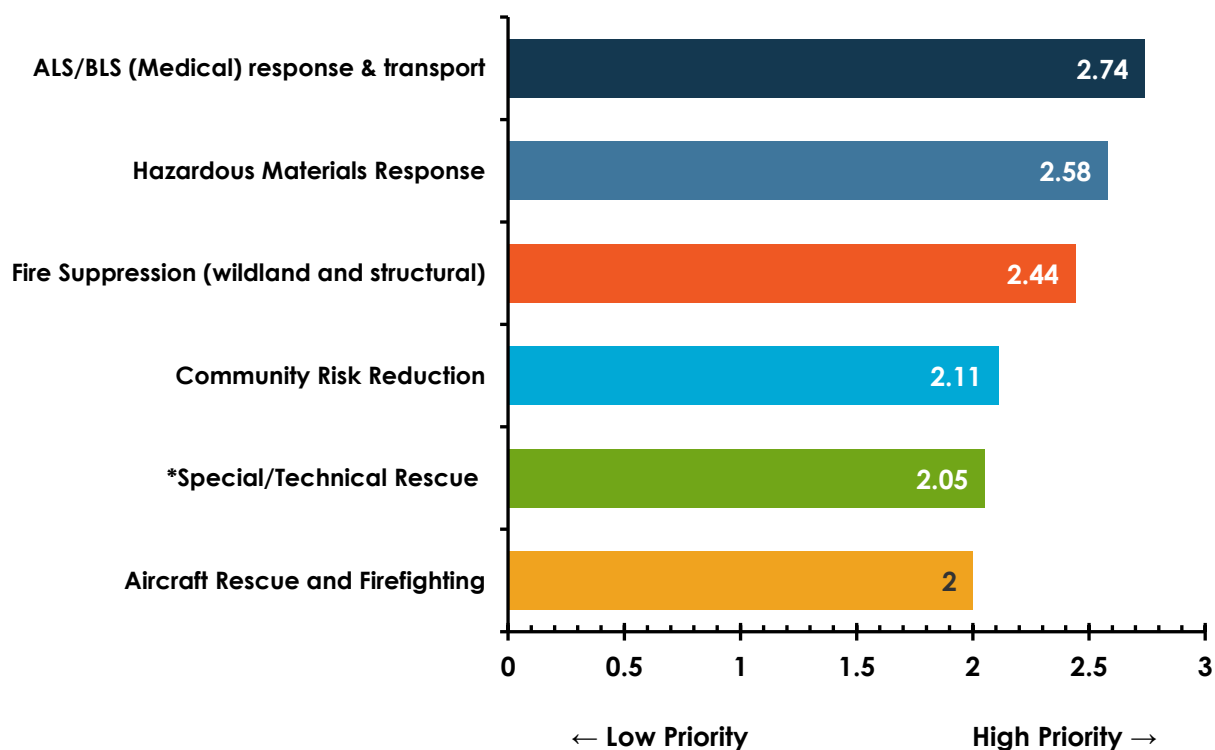


The planning priorities were presented as a forced ranking of costs, response times, training, equipment and facilities, and deployment. The respondents compared each planning element against all others and were forced to rank the order of importance of the given elements. The highest ranking any single element could receive from an individual was a six. The scores illustrated in the above figure are the weighted averages given by the group.

The citizen forum participants prefer a well-trained workforce and a greater emphasis on improving response times. Closely behind improving response times is maintaining existing response times. ESCI interprets the combination as a balance between improving response times, but at least not letting the existing response times degrade below current levels. The readiness of equipment and facilities is likely scored in the middle of the priorities as recognition that facilities are being constructed or have recently been remodeled, with little known about the actual condition of apparatus. Further, there was concern expressed by several citizens about the need for greater emphasis on the east side of the City, which is likely reflected in this score. Of lesser importance (but nonetheless important) was containing costs. The lowest score of the six planning elements was expanding services currently provided by the PFD.

The attending citizens were then asked to identify the most important services the Fire Department provides based on the list of services currently provided, ranking those services. In this case, the respondents placed a value of 1, 2, or 3 alongside the services. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The following figure illustrates the service priorities from the perspective of the citizens attending the forum. The participants were also asked to cross out any service they felt was not appropriate to provide or add a service where they believed a gap existed.

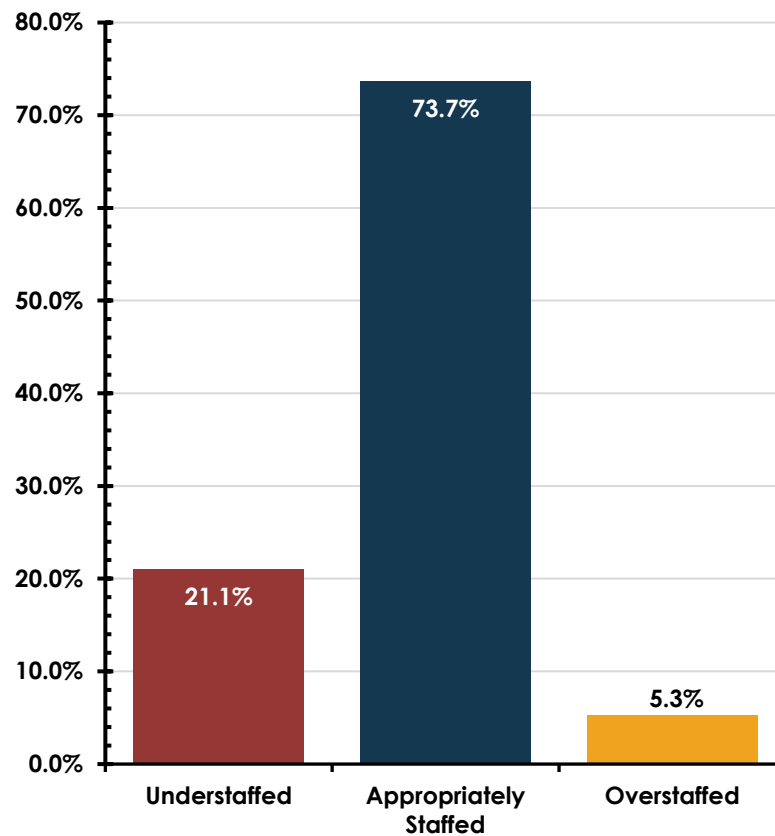
Figure 2: Citizen Service Priorities



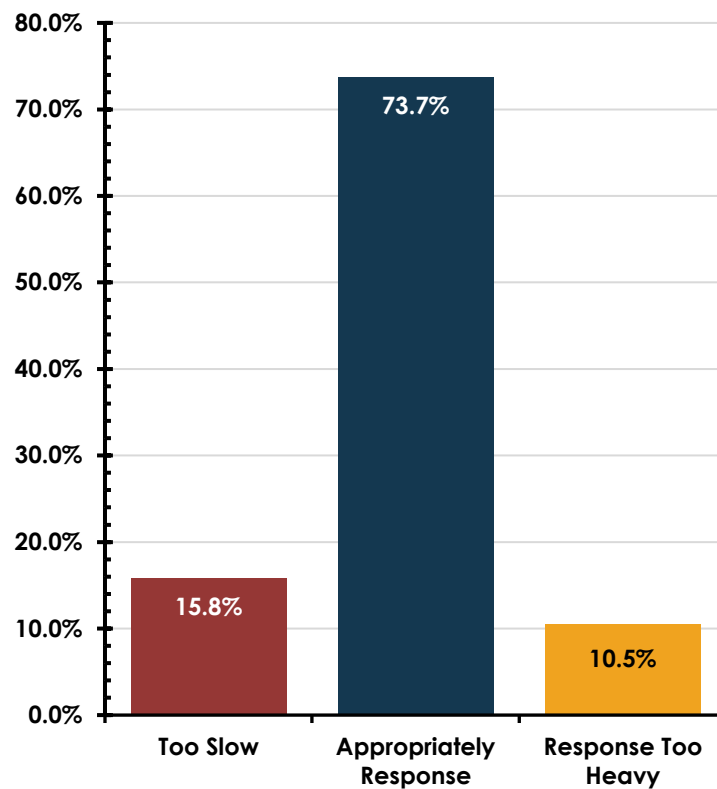
The citizens prioritized medical emergency responses above all other services, with hazardous materials response and fire suppression response as second and third priorities. Community risk reduction and special/technical rescue responses were rated as important priorities but not critical. Aircraft rescue and firefighting received the lowest rating but was still listed as important. None of the services were scored a low priority. No services were crossed out nor added by the respondents; however, there were comments provided as follows:

- Bilingual community engagement
- Fire prevention education is important
- Mental health and community outreach should be included in the medical services
- As the population ages, medical response will be increasingly stressed. Maintain levels.

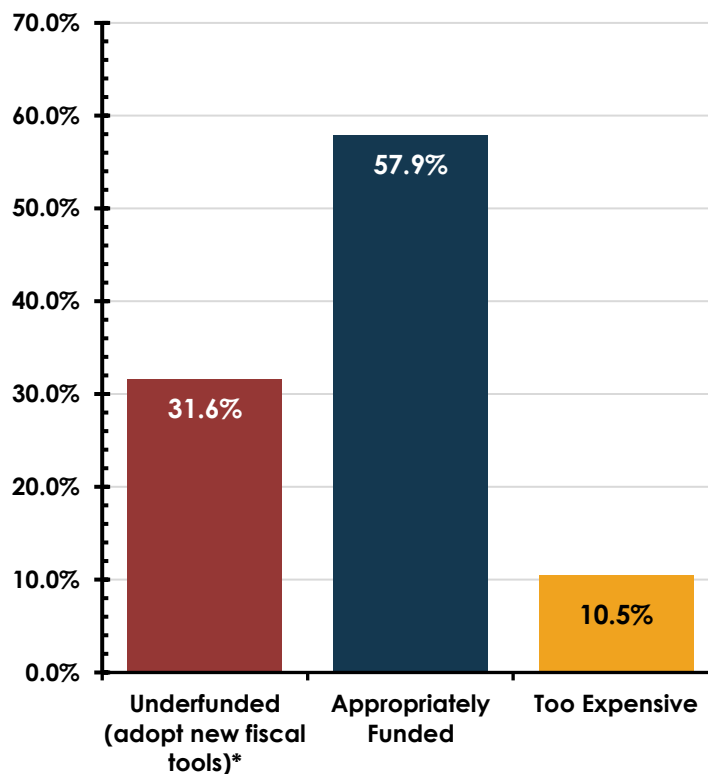
Finally, the forum participants were asked their opinion about the staffing levels, response performance, and cost of services. The following figures describe the opinions of the forum attendees.

Figure 3: Staffing Level Survey***Additional citizen comments:***

- Increase hiring of minority/Spanish speakers
- The calls that we have made for EMS have been well staffed for the job
- It is difficult to answer this question without more data. I like the idea of peak call staffing and this could address overlapping call volume.
- Need to get union to agree on staffing on high call times
- Provide data to determine if staffed appropriately
- Adding volunteers would positively impact budget and staffing
- In this field, they are always understaffed
- Need more diversity on staff

Figure 4: Response Performance Survey***Additional citizen comments:***

- Do not sacrifice response time in the East side.
- It is never fast enough when it is you with the problem. When you are helping the injured person, the response time seems pretty quick!
- I think there is room for improvement in call response times, given the information shared tonight. I would like to see more information on what other areas are doing to meet the standards. What have been the adverse outcomes related to the slow response time to determine how important it is to improve call time?
- Receiving patients in healthcare from station 81 and 82, the response is appropriate. Rarely do the stations west of 395 bring patients to the hospital in Franklin County
- Interactions with staff have often been uncomfortable due to the lack of empathy or making a person feel like they are wasting the time of the Department.

Figure 5: Cost of Service Survey**Additional citizen comments:**

- I drive past the airport and see the equipment, Pasco has some top-notch stuff
- Funding appeared adequate for current needs, but challenging to get the funds ahead of time, in order to be prepared and meet the needs where expansion is happening. We need to get some funding in place so we can be prepared for rapid growth and not be behind the eight ball.
- Communication and education will be key for any tax increase requests

The three categories illustrate that most PFD citizens attending the forum view the Department as appropriately staffed, provides an appropriate response time, and has an appropriate cost for the service. A significant minority of the respondents felt the PFD was underfunded and, to a lesser extent, understaffed and too slow in their response. It is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be an accurate predictor of similar results of a broader survey.

It reflects the opinions of those in attendance, armed with some background information about PFD's service delivery system and the challenges and limitations it faces. This result reinforces ESCI's assertion that community outreach provides the opportunity to educate the community about PFD's service delivery system and its limitations to the broader community.

When asked to describe the expectations of the PFD, citizen respondents stated the following:

- I expect my Fire Department to respond quickly in an emergency and to meet state and federal expectations. I also expect my FD to place a lot of importance in prevention, working with vulnerable citizens in preventing emergencies/fires. I expect them to stay well educated and trained. Be aware of new efficiencies and best practices. Be professional.
- To remain competent and well-trained, engage with Latino community.
- When I call, I expect you to come, quickly and equipped to help! And from my experience, PFD does
- Quick, professional, competent response
- I expect a response to fires in a safe manner in the least time possible
- Professionalism, excellent time response, and effectiveness
- They will be helpful and compassionate to the patient. They will be efficient with procedures and response.
- I think they are doing a fantastic job given the complexity and would only hope this continues as our community grows
- Concentrate your efforts where the most people will be helped. Don't spend critical dollars where impact is lower.
- Residents of Franklin County should have healthcare provided in the same county. Often patients are given an option to be transported out of the county and this increases cost to the city due to out of service time
- Conduct emergency services in a timely manner on budget, and adequately staffed.
- I expect the Pasco Fire Department to serve and protect to the best of its abilities. They should continue their services the way the Department is currently run. Personnel should be well-trained, quick, and decisive when responding to emergencies. These men and women are extremely valuable to the community, and I appreciate what they do.
- If a building catches on fire or a person has a medical emergency, I expect trained personnel and appropriate resources be dispatched and arrive in a reasonable time.
- Look at the preponderance of the "emergencies"—likely medical emergencies vs. fire suppression. As such, shift manpower from firefighters to just EMTs (supplemented by paramedics).
- Emergency medical is critical
- Professionalism and knowledge
- Fast, competent response

When asked to describe concerns regarding the fire department, citizen respondents stated the following:

- I have no concerns. It's a pleasure working with the Pasco FD and their leadership.
- Do not neglect the East side. Add another station there the soonest.
- I hope that when new facilities are added that we use existing plans from buildings to stretch our money

- Have coverage meeting the needs of the community
- Is there going to be input by the unions as to what they think the needs are?
- Please, look into building a new fire station East side of Pasco in the near future
- I understood they still need to read plans in order to go right or left on "Oregon"... don't they have GPS systems? Also should have the best radios... understood bought on Ebay?
- That the capacity of the Fire Dept. can grow at the same rate as the community to meet the community's needs.
- People skills. Many seem to lack the ability to understand that they were called because that person felt it was an emergency. Being shamed or told they will not transport due to COVID restrictions (they don't want to have to clean) is hard to watch.
- I understand the need to have extra equipment to arrive at every response, but it is viewed by some in the community as excessive use of resources.
- Not enough services on the east side of Pasco and in rural areas, especially to the north-east of Taylor Flats Road.
- My only concern is the rapid growth of the city. Pasco is busting at the seams and that is good but we need to make sure our departments like police and fire are well funded and properly staffed. I hope the fire department is able to keep up with the growing number of emergency calls. I KNOW those calls are ramping up year to year.
- As land is developed external to the city, it becomes the City's problem years later. There has to be more of a carrot (or stick if necessary) to ensure development is planned cost-effectively.
- New development should pay for capital costs that wouldn't otherwise be needed if that development didn't occur. (e.g., new stations). Don't be afraid of impact fees.
- Too much focus on fire suppression—limit cost and right-size manpower costs by paying the cheaper EMTs since they're handling the lions' share of calls.
- We need to fund what is needed, highly important
- Ensuring that funds are allocated correctly
- Inadequate service coverage across Pasco
- Lower tech equipment compared to what's available

When asked to describe any strengths to share regarding the fire department, citizen respondents stated the following:

- I have seen the Pasco FD implement new innovative programs to meet the needs of its citizens. It's easy to communicate with their leadership; they are approachable and listen well. They are able to make things happen.
- Leadership and capability. Chief Gear is first-rate.
- Very professional and efficient.
- Any reports are usually positive with interaction with fire dept
- Professionalism is displayed in all responses to a low-income home the same as with affluent homes
- Diverse group
- The quality and complexity of the services provided are outstanding.

- Very strong emphasis on training.
- Love the teamwork. They seem like a brotherhood. They respond quickly.
- A strong, hard-working team of individuals. Always willing to go the extra mile for patients and the staff at the local hospital
- I think Chief Gear has done an excellent job leading the Department. His requests sometimes can be in excess, but I think that is a necessary strategy to adequately provide the services for the community.
- Very personable and are doing a lot with the resources they have.
- I think the fire department is well run and I hope to see it continue that way. Ben Sheerer is a great PIO. I would like to see him perhaps get a little more help when he is out of town on wildfires or have a second PIO for calls from media.
- For about 5 years or so, PFD has been very proactive at engaging the community and the process of tailoring services to growth and implementing new programs that demonstrate they are cost-effective (i.e., increased inspections for medium and higher risk businesses, hot spotters, battery changes & smoke detector install for seniors)
- Open to input from the community.
- Response to 911 calls in my area is very good
- Community outreach is outstanding
- Technical competence

When asked how long it should take for help to arrive after calling 9-1-1, citizen respondents stated the following:

- 2–5 minutes
- 3–6 min.
- 4 min. (2)
- 5 minutes
- 5–8 minutes
- 6–8 minutes
- Depends on the nature of the call. Life-threatening medical calls should be prioritized and not have the same response time as hazmat response.
- Hopefully around 3 to 5 minutes (2)
- I think the Department is right on target with their responses as presented by Chief Gear.
- Less than 5 minutes
- Less than 5 minutes, if possible. I know that's not always realistic, but in an emergency, every second can feel like an eternity.
- Less than 6 minutes
- Not long
- The current standard of 6 minutes is reasonable.
- The minimal time, below national and state times.
- Under 4 min

When asked if the expected length of time for a response should change depending on how remote you are in the community, citizen respondents stated the following:

- Yes, if you purchase a home far away from the nearest FD, that's a risk you take. Extra precautions should be in place in that situation. As the city limits expand, I think it's an expected consequence. I would wonder how other communities address this issue.
- Not if at all possible.
- Yes. A choice is made to live on the outskirts.
- Yes will be longer
- We can prevent time wasted by strategically building fire stations in our city
- Similar time... need to work on road access out of city developments work with County
- Yes, if you are further away from the service you should expect a longer response time.
- Yes (4)
- No.
- I think it is reasonable for additional response time for remoteness to the nearest station.
- Every resident should have the comfort of knowing regardless of where they live the response time should be equal
- Variance should be minimal.
- I would expect that response time to change depending on how close a person lives to the center of the city or the closest fire station.
- Yes. Resources should be strategically placed where the majority of the population resides, which is, therefore, where emergencies are statistically more likely.
- No, should be the same

Final thoughts and comments from attendees:

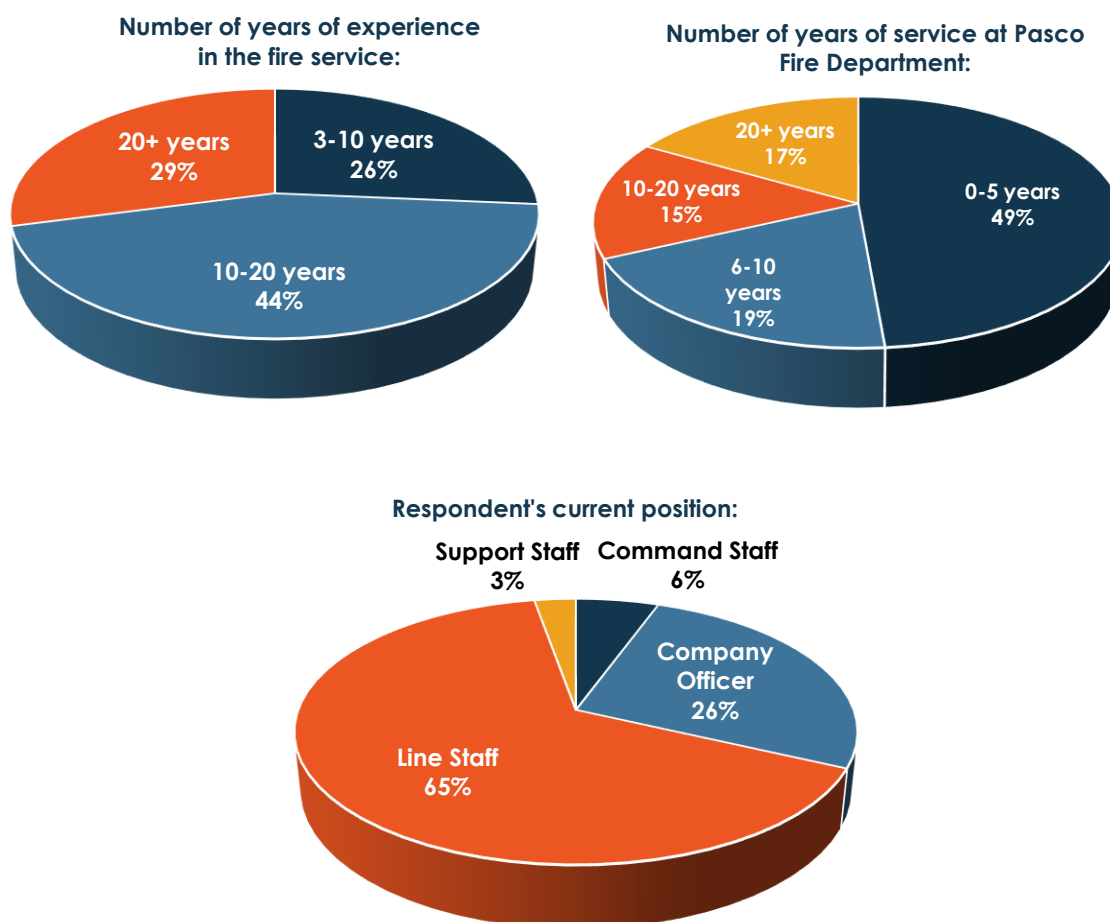
- Gracias por su tiempo y espero que tomen en cuenta las opiniones de los que no hablan Ingles. TRANSLATION: Thank you for your time and I hope you take into account the opinions of those who do not speak English.
- Fire crews are amazing but, it would be nice to see them work on their image. Many perceive them as mean. Getting involved in community functions and activities.
- Thank you for the opportunity and for giving everyone a voice in the planning
- If the choice has to be made of new taxes or impact fees from new development, the latter should be pursued and exhausted first.
- Thank you (2)
- West/east service capability must be addressed soon and as the Department grows
- WSRB rating, new stations, and service demand are all connected
- Peak demand units for concurrent incidents must be seriously considered
- Can volunteers offset the costs?
- Community Risk Assessment/Community Risk Reduction Plan needed?
- Continue expanding diversity efforts & increasing bilingual staff

Fire Department Staff Survey Results

Prior to the internal planning sessions, ESCI administered a survey instrument to all members of the Department. The survey is a standard instrument used by ESCI to gauge the internal dynamics and environment of the fire department, which helps tailor the process to the organization once the planning workshop begins. The following are the results of the survey instrument displayed graphically. Data representing 2% of answers or less appear visually but are not labeled with a percentage to maintain clarity of the figures.

Figure 6: Respondent Demography, Summary

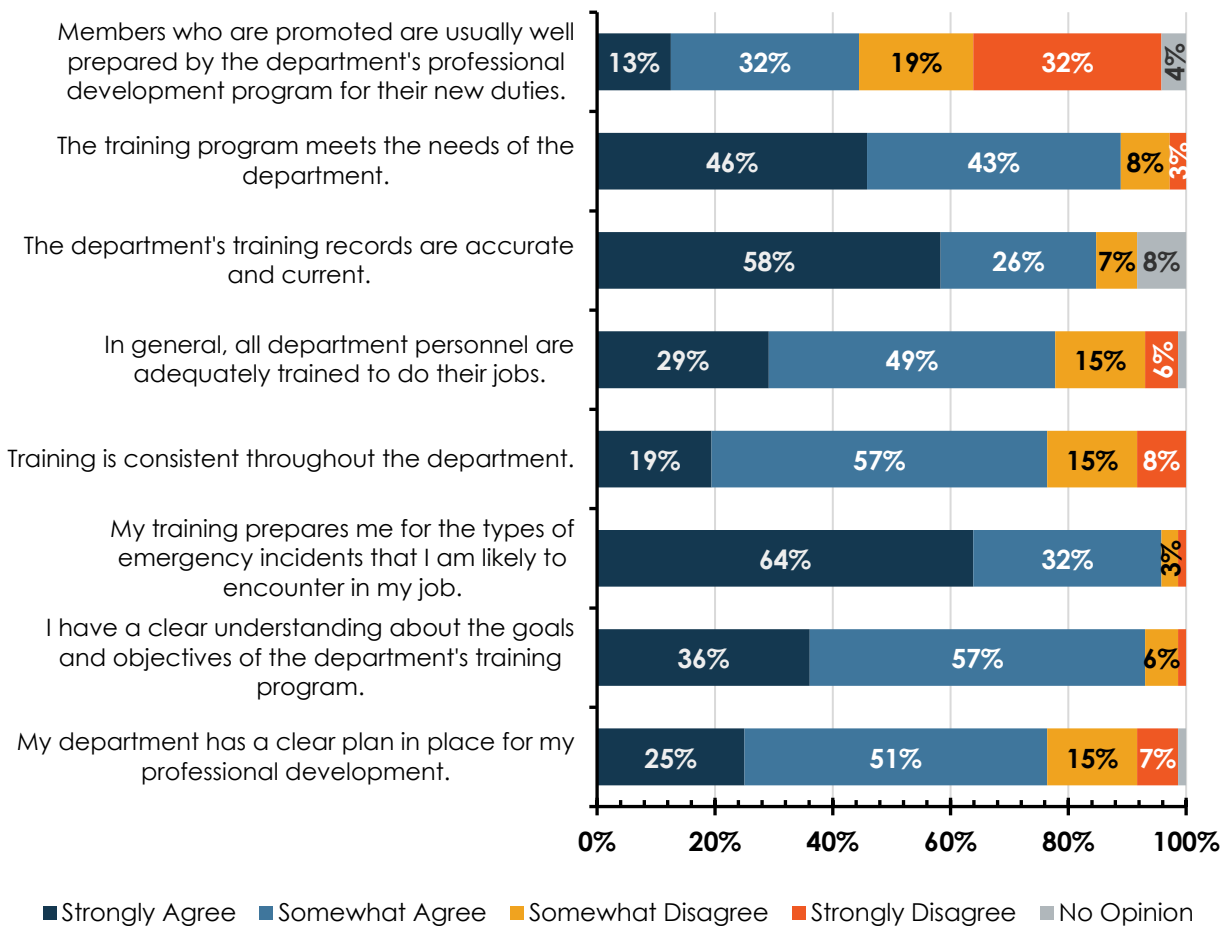
Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
Three to ten years	26%
Ten to twenty years	44%
More than twenty years	29%
<i>Total Years of Service at PFD:</i>	
Zero to five years	49%
Six to ten years	19%
Ten to twenty years	15%
More than twenty years	17%
<i>Current Position:</i>	
Command Staff	6%
Company Officer	26%
Line Staff	65%
Support Staff	3%



Of the eighty-five (85) employees of the PFD, seventy-two (72) participated in the survey, or an 84.7% participation rate. This indicates exceptional member engagement, exceeding Pasco's previous participation rate of 80% in 2017. Typical participation rates for strategic plan participation hovers near 50%.

The responses also reveal that 73% of the respondents have more than ten years of experience in the fire service (not necessarily at Pasco). This experience is invaluable to the operation of the organization, service delivery to the citizens, and firefighter safety. However, some of the 29% who have 20+ years of experience are likely approaching retirement eligibility, representing a loss of valuable experience. Succession planning should be in place, ensuring the loss of these highly experienced members does not also represent a loss of the knowledge they possess.

The number of years of experience within the PFD (as opposed to previous fire agencies) is fairly low, with 49% of the membership having five years or less with the Pasco Fire Department. This indicates that PFD has done an effective job of recruiting from other agencies and indicates that PFD is an attractive agency for relocation.

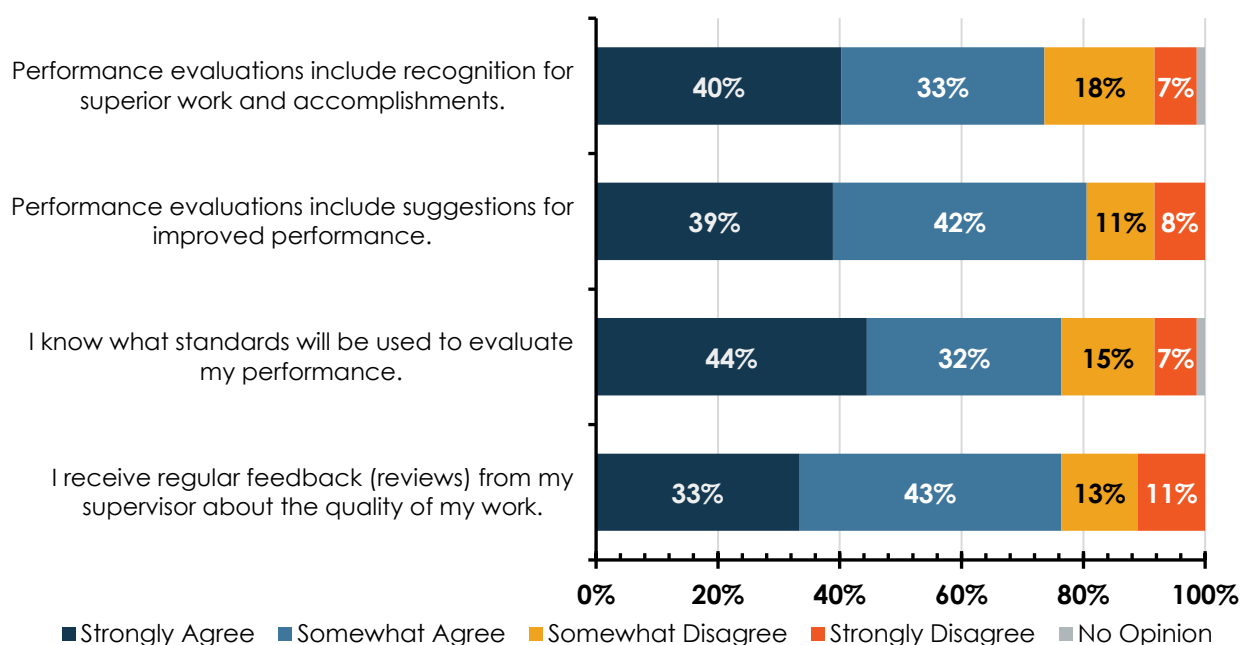
Figure 7: Training and Professional Development Opportunities**Other Training Topics & Suggestions:**

- Officer Development (12)
- EMS training (11)
- New data management changes, report writing, evaluation writing (7)
- Leadership (6)
- Incident management, Incident Command, Command and Control, Strategy and tactics (5)
- Fireground skills, live fire, wildfire, company & multi-company ops, shift training (5)
- Extrication, Haz-Mat, specialty ops training (4)
- More in general
- ARFF training
- Interagency training
- Define and show examples in detail of what our vision statement and core values are
- Firefighter survival, self-rescue
- Personnel issues
- Behavioral emergencies
- How the City works
- Need more training staff, more consistency

The respondents to the series of questions on training and professional development scored professional development, specifically officer development, low relative to the other dimensions in this section. As compared to the concerns expressed in the 2017 strategic plan, the percentage of respondents strongly disagreeing that those promoted are well prepared by the Department went down from 40% in 2017 to 32% in 2020. However, comments supporting this concern were the most prevalent. This is an area that continues to be a concern and needs to be addressed.

The training program saw a major improvement in the 2020 survey as compared to the 2017 strategic plan. The rating for the training program meeting the needs of the Department was scored low in 2017 at 57% somewhat or strongly disagreeing; whereas 89% of the respondents either somewhat or strongly agreed that the training program meets the needs of the organization. In fact, the negative scores (somewhat or strongly disagreeing) with all elements of training in 2017 were at or above 49%. In 2020, the positive scores (somewhat or strongly agreeing) with all elements of training in 2020 were at or above 76%. Whatever steps were taken to address the training deficiency between 2017 and 2020, those steps have been tremendously successful.

Figure 8: Performance Reviews and Evaluations



Evaluation Process Suggested Changes & Feedback:

- Better evaluation forms/process that is more geared to the fire service and match my job description; less fluff (15)
- Consistency in application from officer to officer, shift to shift (10)
- 360 evaluations so the whole Department can improve together (6)
- Building improvement plans according to feedback for individuals
- Building team mentality rather than individualism

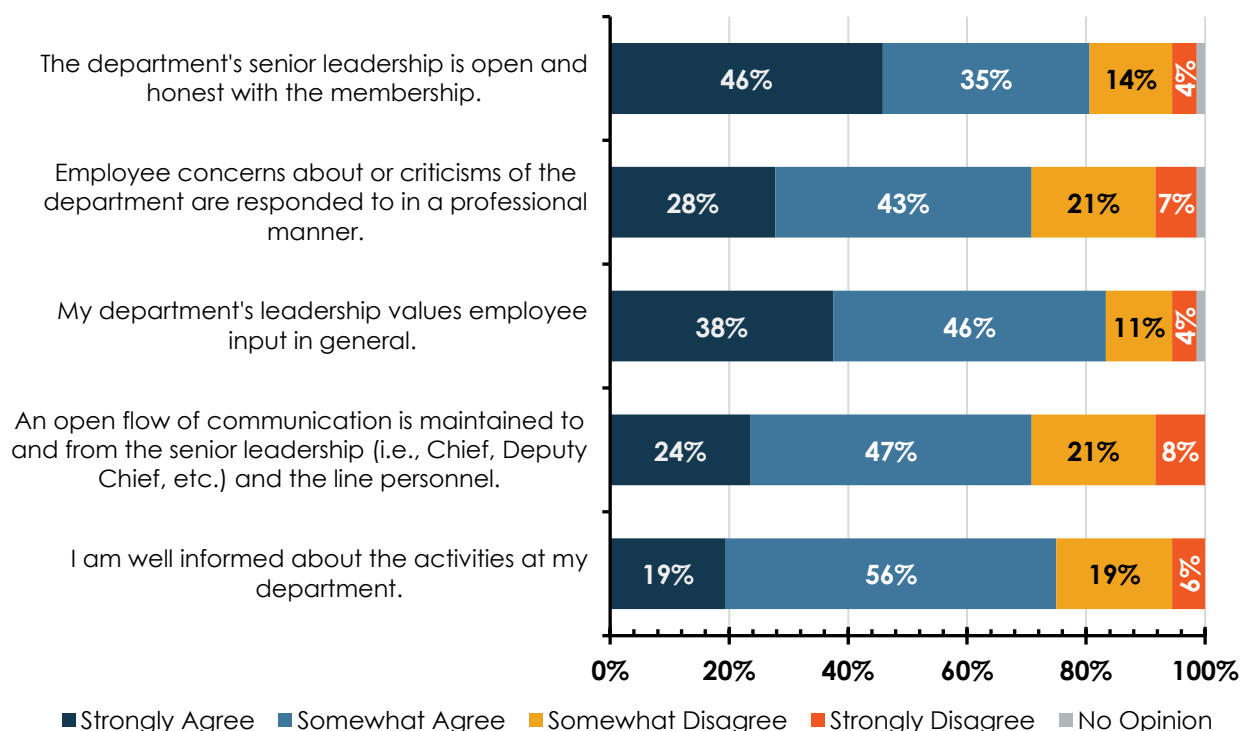
- Getting the results of our yearly evaluation back to us in that calendar year.
- Goal setting and follow up. Poor evaluations should have some actions tied to them, i.e., remedial training
- Teach members to know the job of the person above them, even if they don't want it.
- Holding people accountable across the board
- Needs to be more like an interview and not just "here, sign this"
- Mentorship on career progression with a plan on moving forward
- Monitoring improvement of individuals
- More detail and more effort in documenting a job well done as well as more in depth constructive criticism of areas needing improvement.
- More frequent checkups. Managing small evaluation problems before they become bigger.
- Officers could try to observe the quality of each individual's work closer and/or more often. Some members often will smoke screen a superior officer with discussion and speculation while neglecting the quality of their duties, housekeeping, truck checks.
- Taking notes throughout the evaluation year on employee performance. It's frustrating to be given a low score but when asked for examples of correctable behavior and characteristics, none can be brought up. Also, not waiting until the evaluation to confront issues with an employee. It is frustrating to be marked low on an issue that you, as an employee, never knew you needed to fix.

The Performance Reviews and Evaluations responses were very consistent between 2017 and 2020. There is general satisfaction with the performance reviews, but additional training is required for supervisors to conduct these with constructive feedback.

There was significant feedback expressing concern that the form itself needs to be reviewed and adjusted. The scale within the form should be expanded, and the dimensions being evaluated need to better align with the description of the position.

Finally, supervisors should be providing regular, ongoing feedback on performance (positive or constructive) to their subordinates to avoid "recency tendency;" that is, evaluating a subordinate based on the most recent observations of the supervisor, disregarding performance earlier in the review period.

This is an area that can be improved rather simply with some supervisory training and updating of the form itself.

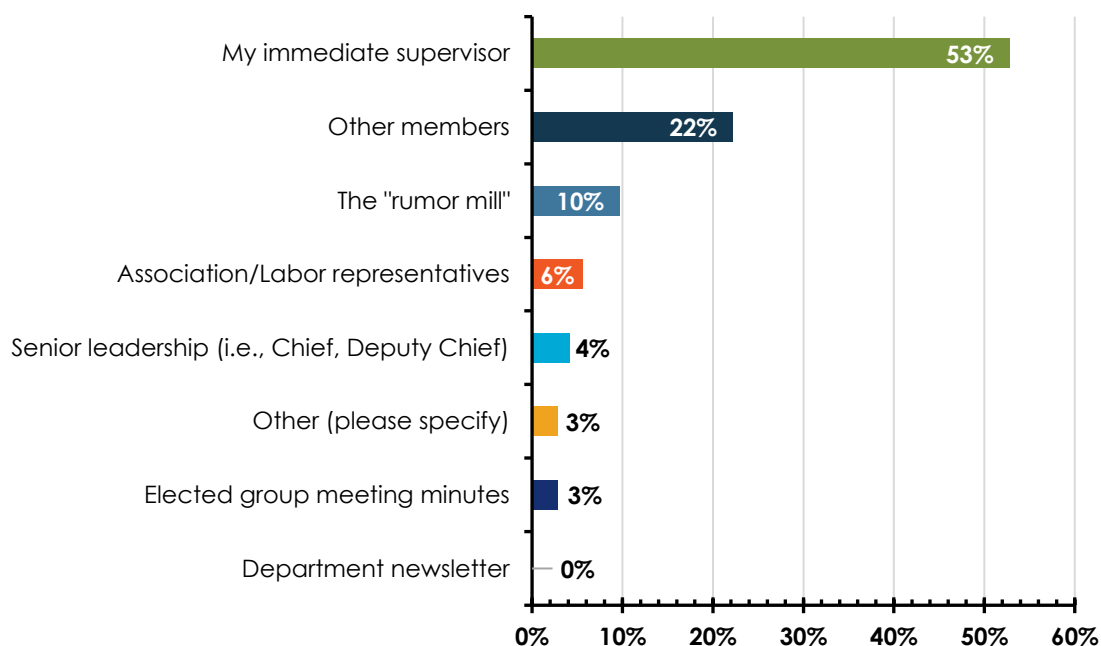
Figure 9: Communication**Best ways to communicate:**

- Email (19)
- More direct information from the Chief (continuity of message from the top through subordinates)
- Chain of command (6)
- Morning briefings (5)
- Face-to-face—respectfully (3)

Other feedback for communication:

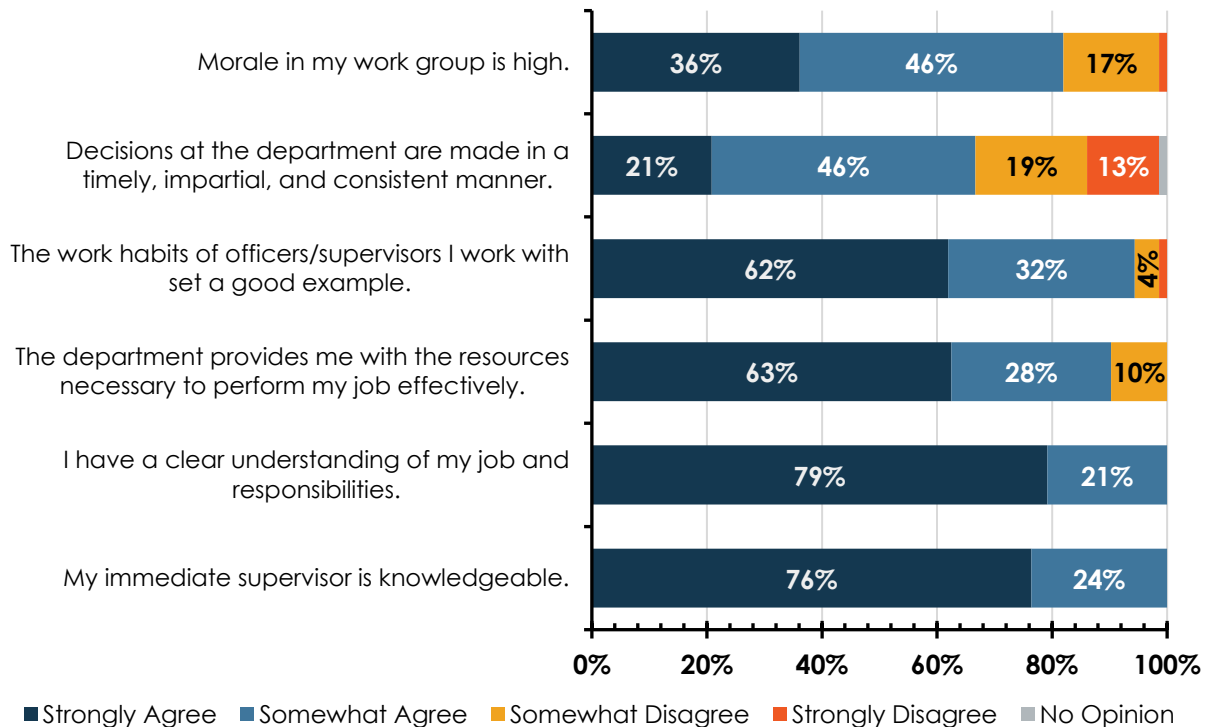
- Work-issued smartphone for each member. Could be set-up for ALL and ONLY work-related communication. Fingerprint access, facial recognition to unlock email, timesheets, truck assignments, training, immediate link for picture sharing to maintenance, etc., maps, calls, etc.
- We need to get back to a month TO letter with info for the following month or months, so we have time to plan our day.

Many fire departments struggle to communicate effectively. PFD continues to buck that trend, with all areas of Communication rated highly, with respondents somewhat or strongly agreeing that communication is open and honest (81%), that criticisms are responded to professionally (71%), that leadership values employee input (84%), that an open flow of communication occurs from the top down (71%), and that members are well informed (75%). Some room for communication improvement exists between the Battalion Chiefs and their subordinates. Messaging gets muddled through intermediaries.

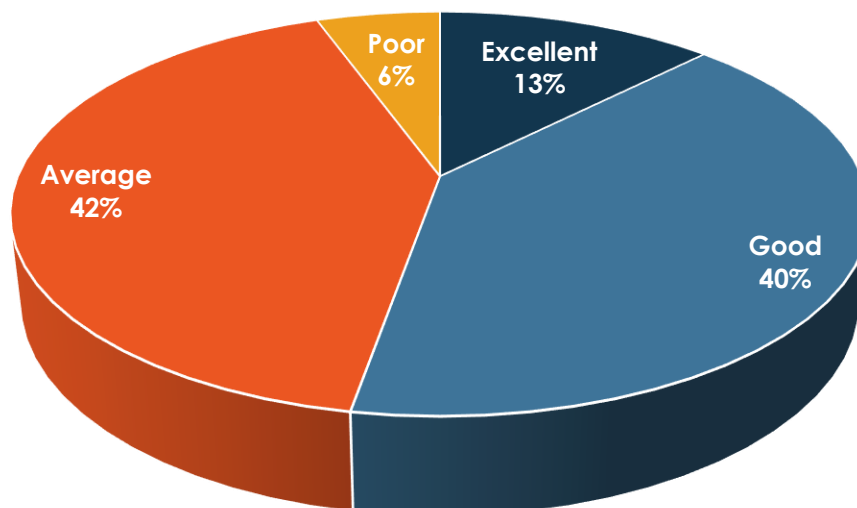
Figure 10: Sources of Information**"Other" responses:**

- Emails
- Word of mouth

Information sources by respondents are relatively unchanged between 2017 and 2020. The largest source of information is from direct supervisors, which represents 53% of the respondents' selections. This was the single largest source of information in 2017, but the percent relying on this source is higher in 2020. The rumor mill is a static source between 2017 and 2020 at 10%, which is low. There has been consternation regarding the Battalion Chiefs' communication generally and this is one area where emphasis could be placed.

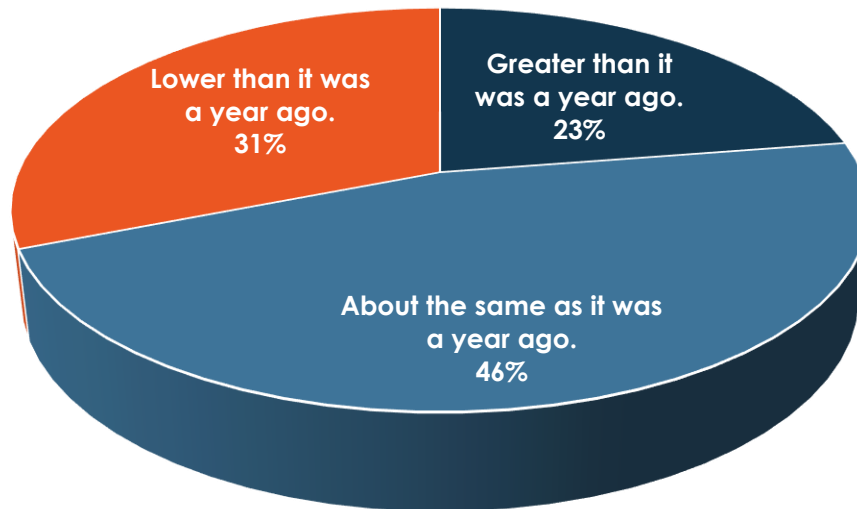
Figure 11: Work Environment

The work environment appears to be very positive, and it has improved between 2017 and 2020. When asked to agree with the statement that decisions are made in a timely, impartial, and consistent manner, 33% of the respondents either somewhat disagreed or strongly disagreed, as compared to 51% in 2017. This is still a relatively high number and the only blemish in an otherwise stellar assessment. Nonetheless, energy should be expended to get to the bottom of the concerns expressed.

Figure 12: How do you rate morale at PFD?

Department morale is relatively high and improving between 2017 and 2020. The percent of respondents rating morale as good or excellent is the same between 2017 and 2020, but the percent rating morale as poor has declined significantly between 2017 (16%) and 2020 (6%, or 4 people). While this is a very small number, caution should be exercised not to ignore the 4 people who feel morale is poor. A negative perception in a small but vocal group tends to grow over time and effect other members and other areas of the Department. Ignoring this small group can be a miscalculation.

Figure 13: Overall, employee morale at PFD is:



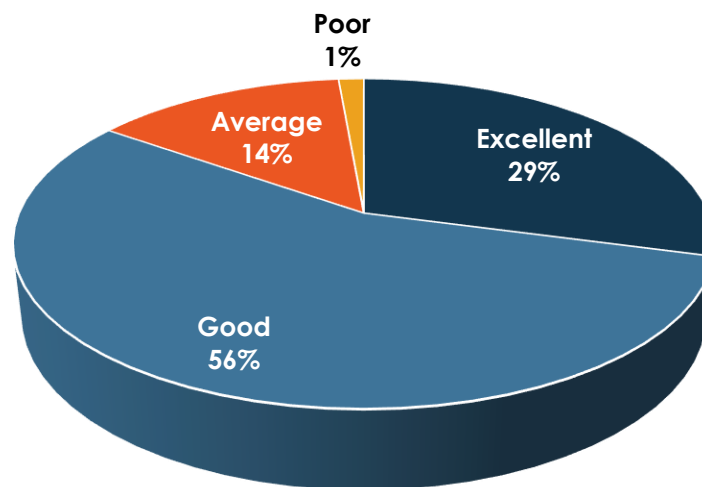
Suggestions for improving morale:

- COVID (10) and remodels (8) have hurt this year.
- Communicate better amongst each other and consistency by labor & management (9)
- Accountability for all members will make a big difference (9)
- An off duty gathering during summer months
- Better workout equipment and programs. Like working out in the mornings after truck check outs with the crew. Better cardio equipment.
- Clean up the rumor mill.
- Clear vision of thing to come.
- Comes from positive and encouraging officers to help set an example to their crews.
- Focus on crew activities and peer support staff.
- For the whole Department, including the Chief, abide by, be held accountable by our Core Values and Vision statement poster frames that are installed in each fire station.
- Get-togethers between all shifts. Getting the station on the same page.
- Hiring more medics.
- More member involvement in decisions, i.e., rigs, stations, equipment. Something as simple as surveys of what they would like even if it doesn't happen.
- Leadership at the BC levels needs to be spot on. Seems like there is "burn out" at these levels and some poor examples are being set to a mostly young department.

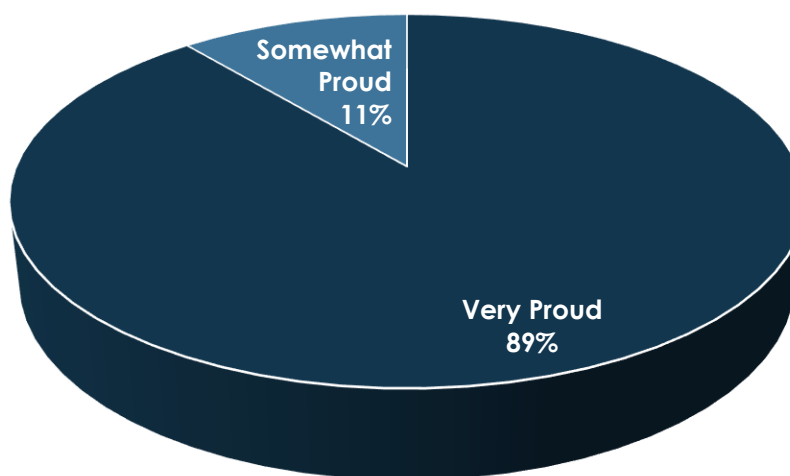
- Less rumor mill activity, cut down spreading misinformation and gossip.
- Need to get back to working together as a shift and build trust, ownership, and team mentality.

Despite improvement in the number of respondents stating morale is poor between 2017 and 2020, 31% of the respondents in 2020 indicate morale is lower than it was a year ago. A great deal of time and energy was spent by many of the respondents to write open-ended responses to suggest areas for improvement in morale. A common theme emerged that COVID restrictions and the temporary displacement from fire stations during remodels were major contributors. Given that these are both (hopefully) temporary situations, the problem may resolve itself. Nonetheless, it is important to keep a pulse on this dimension.

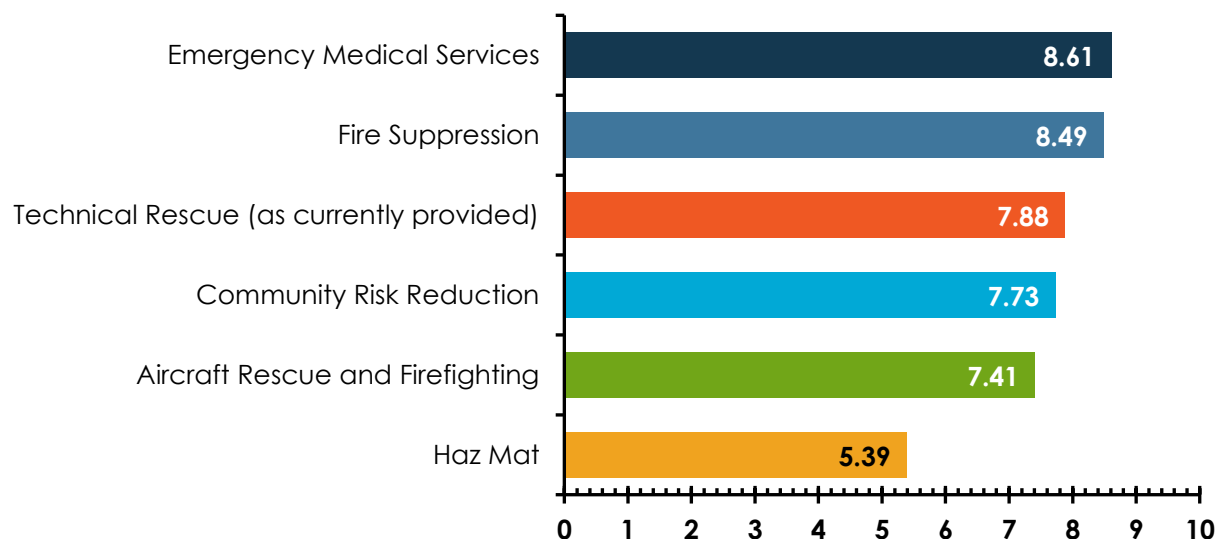
Figure 14: How would you rate your overall personal work environment at PFD?



Interestingly, the percent of respondents rating their personal work environment as excellent went down 10% between 2017 (39%) and 2020 (29%). That 10% dropped to the "good," with a 10% increase in the good category between 2017 (46%) and 2020 (56%). Improvement occurred in the number of respondents stating morale is poor between 2017 (4%) and 2020 (1%), with that 3% improvement moving to "average" between 2017 (11%) and 2020 (14%). The presumption that COVID and displacement due to station remodels may explain the 10% drop from 2017 to 2020 in the excellent category but does not explain the 3% improvement in the poor category between 2017 and 2020.

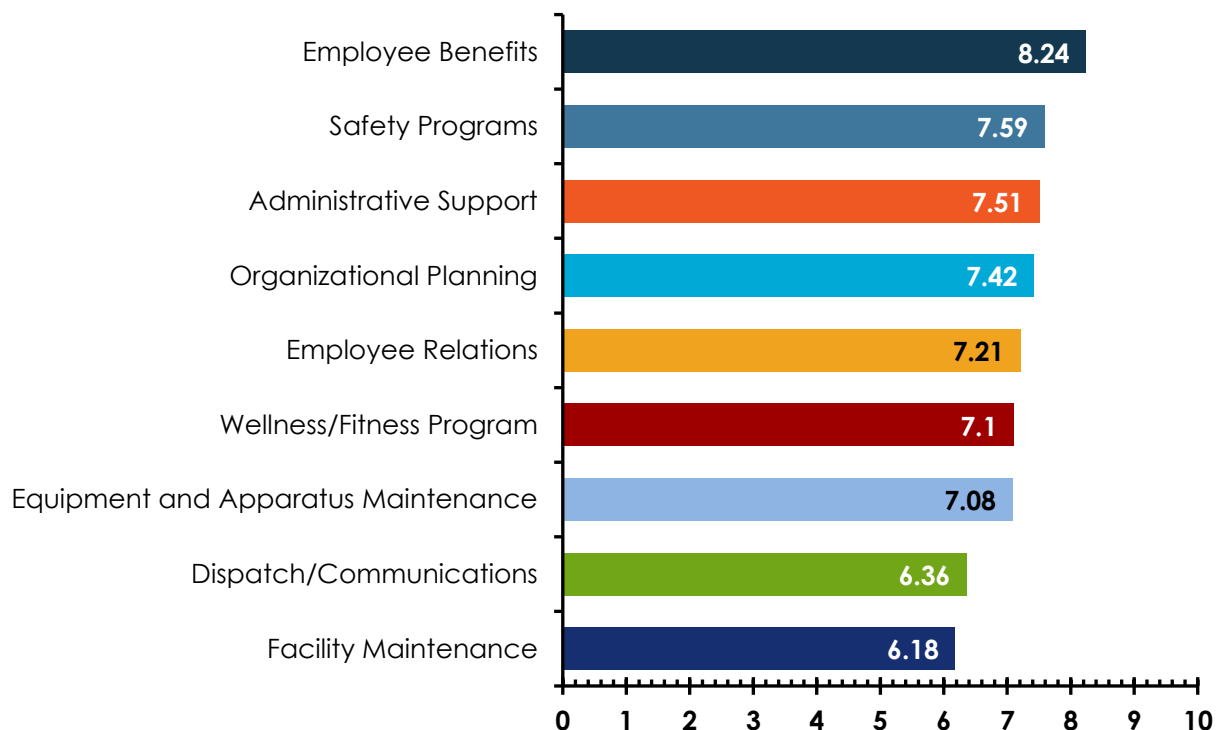
Figure 15: How proud are you to tell other people that you are a member of the PFD?

All of the respondents stated that they were either somewhat proud (11%) or very proud (89%) to be members of PFD. That is a 15% improvement between 2017 (74% very proud) and 2020 (89% very proud). Additionally, the 9% who were not proud to work for their agency in 2017 has been reduced to zero.

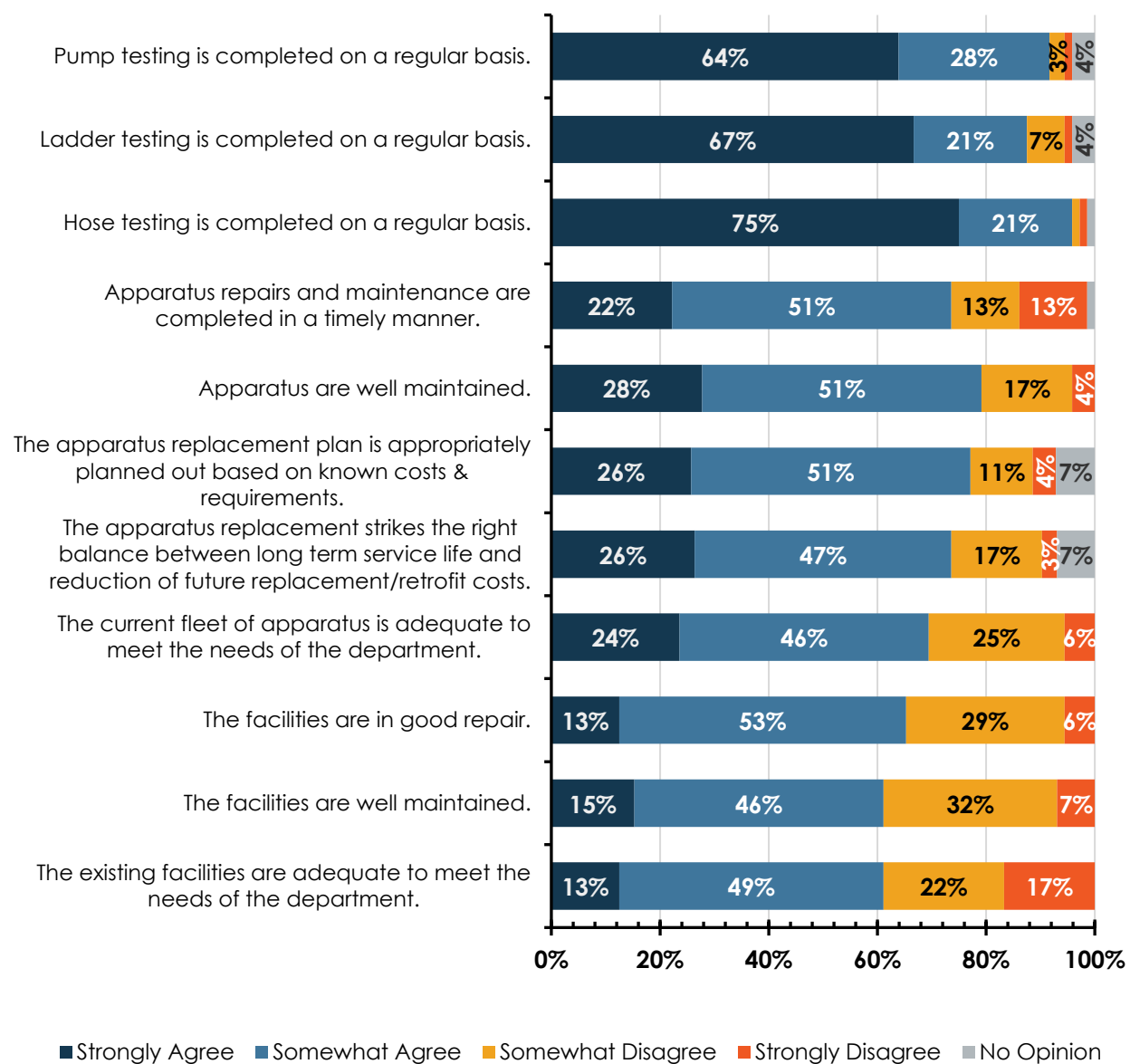
Figure 16: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the Department?

Of the external services provided by PFD, EMS stayed relatively unchanged between 2017 (8.60) and 2020 (8.61), while Hazardous Materials declined between 2017 (5.8) and 2020 (5.39). All other dimensions improved, with Fire Suppression and Community Risk (formerly fire prevention programs and others) making the greatest strides between 2017 and 2020. The Fire Suppression improvement may be due to the improvement in training, and Community Risk Reduction is a new philosophy that incorporates fire prevention programs with public education and risk reduction.

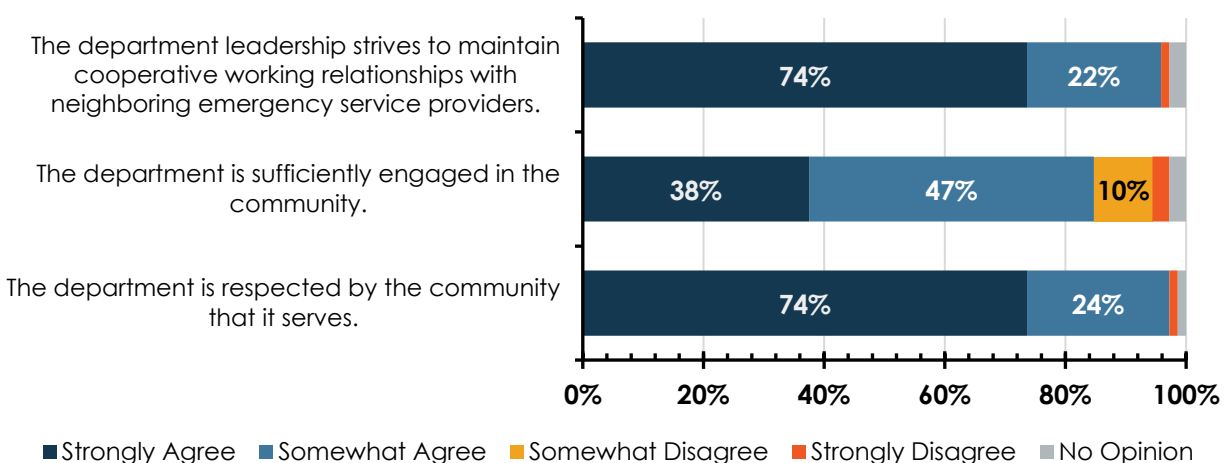
Figure 17: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the Department?



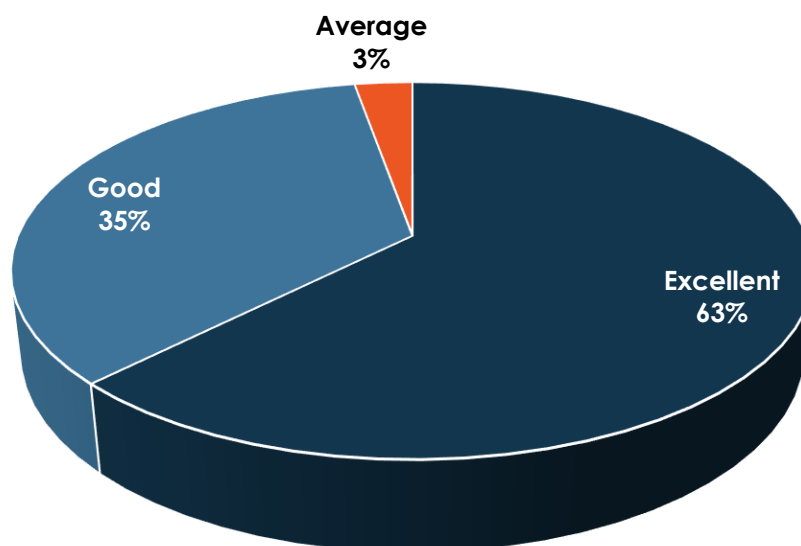
The order of ranking for internal services is consistent between 2017 and 2020, with the lone exception that wellness/fitness has improved significantly in rank order in 2020. All of the services have received higher ratings in 2020 as compared to 2017 without regard to ranking. The lowest scored service in 2020 (Facility Maintenance) at 6.18 would have placed it fourth best in 2017 behind employee benefits, administrative support, and employee relations.

Figure 18: Facilities and Apparatus

All of the statements included in facilities and apparatus improved somewhat in 2020 as compared to 2017. These scores may be skewed, however, since the Department is in the midst of a major overhaul of facilities via remodels and some new facilities are being constructed. Many of the crews are operating out of temporary quarters that are not ideal, but temporarily necessary. Given that the new facilities will be worth the wait, many respondents likely did not know how to score this section.

Figure 19: Community Relations

The rating given to the community relations activities have improved in all three areas, but most significantly in sufficient community engagement between 2017 (75% somewhat or strongly agree) and 2020 (85% somewhat or strongly agree). It is impressive that so many of the members of PFD recognize the importance of community engagement and actually seek out those opportunities.

Figure 20: In your opinion, what is the community's overall image of the PFD?

There was tremendous improvement in the percentage of respondents who scored the image of PFD with the community as excellent between 2017 (36%) and 2020 (63%). There was also significant improvement in the percentage of respondents who scored the image of PFD with the community as average between 2017 (20%) and 2020 (3%). None of the respondents in either 2017 or 2020 scored the PFD below average.

MISSION, VISION, AND VALUES

Mission

The organization's mission statement should clearly define the primary purpose of its existence. The mission statement focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and informed by feedback from the citizen forum, reviewed and discussed the Department's mission statement. All agreed the mission was a current reflection of the intent of the agency, and thus retained the existing mission created during the 2017 strategic planning process. The mission statement follows.

Pasco Fire Department Mission Statement

Honorably Protect and Serve our Community.

Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future, at least to the fruition of the strategic plan. Pasco Fire Department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational guidance to get there. The internal planning team created the following vision statement.

The Pasco Fire Department will...

- Maintain a highly qualified and trained workforce grounded in humility, integrity, and respect for all cultures.
- Conduct ourselves professionally and compassionately in our community at all times.
- Promote progressive growth and expansion to meet the changing needs of our community.
- Ensure a healthy and safe work environment.
- Be a community partner for safety, education, and information.
- Employ broad media platforms to enhance transparency to our community.
- Work collaboratively with labor and management to meet our community's expectations.
- Integrate the Department into community activities and events.
- Advocate mental health and physical fitness through our Peer Support and Peer Fitness Programs.

Values

Values define what the people in the organization consider to be appropriate and inappropriate behaviors. An organization's fundamental values define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The internal planning team declared the following as the core values for the Pasco Fire Department.

The core values of the Pasco Fire Department reflect how we will conduct ourselves.

- Demand universal accountability and ownership.
- Promote pride and morale.
- Earn respect and trust daily.
- Honor fire service traditions with our community.
- Respect fire service history while seeking innovation.
- Employ aggressive strategies and tactics to protect our community.
- Provide progressive training and education by highly experienced and trained personnel.
- Engage in active sharing of our knowledge and experience.
- Strengthen collaborative relationships with city departments and neighboring agencies.

With the development of its mission, vision, and core values, PFD has established the organization's foundation for strategic planning. ESCI strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

SWOT ANALYSIS

To properly formulate strategic initiatives, the internal planning team had to analyze the organization's strengths, weaknesses, opportunities, and threats (SWOT), which is the first step in identifying actionable strategies for the future. Part of the internal survey conducted prior to convening the internal planning team included asking all members to identify their SWOT issues. There were dozens of responses for each element of the SWOT. To focus on the most impactful SWOT topics, the internal planning team condensed and prioritized the top issues from the perspective of the internal planning team.

Strengths

The identification of organizational strengths is the first step in the SWOT analysis. An organization's strengths identify its capability of providing the services requested by its customers. The organization

You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow.

—Source Unknown

needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified these core Department strengths:

The people of PFD

Relationship with
City/management

Training

EMS/fire skills

Being progressive & proactive

Administrative vision

Being community-focused

Pride of employees and desire
of others who work for PFD

Weaknesses

Organizational weaknesses, or lack of performance, are also an important element of the SWOT analysis. To move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency's problems. The internal planning team identified these core department weaknesses:

To map out a course of action and follow it to an end requires some of the same courage that a soldier needs.

—Ralph Waldo Emerson

Accountability

Lack of continuity between shifts

Gossip/self-implosion

Leadership development/succession

Lack of BC involvement

Lack of paramedics

Hiring/promotional process

Keeping up with growth

Communication

Administrative staffing

Opportunities

An organization's opportunities and threats are generally derived from the external environment.

If you don't like change, you're going to like irrelevance even less.

—General Eric Shinseki (Ret.)

Opportunities are focused on existing circumstances and on expanding and developing new possibilities inside and beyond the traditional service area. The internal planning team identified these core Department opportunities:

Hiring/firing new employees
Seeking training opportunities
Promoting technology—21st-century tech.
Motivation and willingness to improve
Community involvement
Enhance recruitment efforts
Take advantage of community/city growth

Promoting CRR program
Officer development
Public image and trust
Strategic planning
Departmental Branding
Diversity in hiring

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The internal planning team identified these core threats:

You can't make up time on the road that you lost in the Station.

—Unknown

WSRB rating
Not hiring the right people or not letting go of those we should
Paramedic burnout
Losing Chief/upper administrative change/City Manager/Council
Shift turmoil
Inability to keep up with rapid growth, services

Morale, individualism/divisiveness
Community opinion about how we do our job—defund politics, ketamine
Funding, COVID-19
Complacency
Losing generational knowledge

DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- **Initiative:** The largest overarching element of a strategic plan, an initiative is a broad enterprise where the Department may have multiple areas of focus.
- **Goal:** A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will have been achieved.
- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- **Outcome Statement:** The description of a desired result of a goal or objective once accomplished.
- **Performance Metric:** The description of measurable improvement of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of 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 of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by ESCI with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.

STRATEGIC PLAN

Initiative 1 – Department Cohesion

The internal planning team felt this subject area was key to address due to the feedback identified in the internal survey of the membership and based on firsthand experiences of the internal planning team members. By concentrating on department unity and addressing irritants to cohesiveness, the Department could focus better on community outreach, operational readiness, and professional development.

Initiative Managers: Chief Gear

Goal: 1A Promote department solidarity.

Objectives	1. <i>Develop a baseline survey on the current state of solidarity in the Department.</i>	
	Responsible: Solidarity Task Team	Timeline: Short-term
	2. <i>Develop action plans to implement programs to address issues in the solidarity survey.</i>	
	Responsible: Solidarity Task Team	Timeline: Short-term
	3. <i>Conduct team-building exercises/workshops.</i>	
	Responsible: Solidarity Task Team	Timeline: Short-term
	4. <i>Senior staff ensures consistency between shifts at the Battalion Chief level.</i>	
	Responsible: Solidarity Task Team	Timeline: Mid-term
	5. <i>Design, develop, and implement shift-to-shift fitness competitions.</i>	
	Responsible: Solidarity Task Team	Timeline: Mid-term
	6. <i>Design, develop, and implement sporting competitions (e.g., corn hole, Frisbee golf, softball) between agencies (PPD, Richland, Kennewick).</i>	
	Responsible: Solidarity Task Team	Timeline: Mid-term
	7. <i>Conduct a post-implementation survey (biannually) to determine whether the goal was met.</i>	
	Responsible: Solidarity Task Team	Timeline: Mid-term, ongoing

Outcomes:

- Professional courtesy and consistency at BC level are improved.
- Post-implementation surveys demonstrate improvement in FD solidarity.
- Inter-shift and interdepartmental competition have enhanced solidarity within PFD.

Goal: 1B Improve the quality of shift change interactions.		
Objectives	1. Equip every station with a whiteboard for inventory documentation.	
	Responsible: Shift Change Task Team	Timeline: Critical Task
	2. Create a standardized list of station chores for shift change.	
	Responsible: Shift Change Task Team	Timeline: Critical Task
	3. Develop morning shift apparatus transfer check-off sheet.	
	Responsible: Shift Change Task Team	Timeline: Critical Task
	4. Revise daily station duties (apparatus & station chores) to clarify off-going shift responsibilities.	
	Responsible: Shift Change Task Team	Timeline: Critical Task
Outcome: <ul style="list-style-type: none"> The oncoming crew is aware of station/apparatus deficiencies and significant events of the previous 48 hours. The quality of the exchange of information at shift change is improved. Accountability is increased for compliance with new off-going shift responsibilities. 		
Goal: 1C Facilitate a more accurately informed body.		
Objectives	1. Chief/Deputy Chief attend a shift briefing for each shift once per month to address any questions or comments on department information.	
	Responsible: Informed Task Team	Timeline: Short-term, ongoing
	2. Station officers police unverified information and debunk misinformation.	
	Responsible: Informed Task Team	Timeline: Short-term, ongoing
	Outcomes: <ul style="list-style-type: none"> Universal ownership and active dismissal of false information are increased. Individual accountability is increased for sharing unverified information or misinformation. 	

Goal: 1D Conduct cross-shift training.		
Objectives	1. <i>Maintain a high level of quarterly standards for training hours by subject for Fire, EMS, & Special Ops.</i>	
	Responsible: Cross-Shift Training Task Team	Timeline: Short-term
	2. <i>Conduct quarterly EMS training to meet PFD training standards.</i>	
	Responsible: Cross-Shift Training Task Team	Timeline: Short-term
	3. <i>Specialty teams conduct cross shift quarterly training.</i>	
	Responsible: Cross-Shift Training Task Team	Timeline: Mid-term
	4. <i>Conduct Multi-Company Operations (MCO) using cross-shift configuration at least annually.</i>	
	Responsible: Cross-Shift Training Task Team	Timeline: Mid-term
Outcomes: <ul style="list-style-type: none"> PFD will maintain a high level of training standards by subject, including minimum training hours. Cross-shift training is being conducted at least quarterly. 		

Initiative 2 – Community Outreach

The feedback from the citizen forum and from the internal survey reflected a strong desire to have a better connection between the community and the Pasco Fire Department. This is especially true as it relates to the Hispanic community, but also includes other cultures and groups within the city. These outreach goals are in addition to the Community Risk Reduction program that PFD operates. Improved connection with the community helps the PFD better meet the needs of the community and also helps the community understand the unique challenges PFD faces in serving the community. This shared understanding directly addresses many of the vision statement elements created by the PFD internal planning team.

Initiative Managers: Chief Dunbar

Goal: 2A Enhance communications and interactions with our community.

Objectives	1. <i>Create a list of current community events.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term, ongoing
	2. <i>Identify the needs of each community event.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term, ongoing
	3. <i>Create educational content based on the audience's needs.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term
	4. <i>Notify, prepare, and schedule personnel to attend community events.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term, ongoing
	5. <i>Identify social media platforms to support the above objectives.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term
	6. <i>Develop and implement social media strategies to further enhance engagement with our community.</i>	
	Responsible: Outreach Task Team	Timeline: Mid-term, ongoing
	Outcomes: <ul style="list-style-type: none"> Increased community presence through social media platforms. Increased number of events physically attended by PFD. Increased number of events the community physically attends to celebrate with PFD. Improved feedback on the City of Pasco biennial survey. Control measures will be established to ensure appropriate material is posted on social media. 	

Goal: 2B Celebrate fire service traditions with community involvement.		
Objectives	1. Identify and memorialize fire department traditions.	
	Responsible: Traditions Task Team	Timeline: Short-term
	2. Select fire department events which lend themselves to community involvement.	
	Responsible: Traditions Task Team	Timeline: Short-term
	3. Notify, prepare, and schedule personnel for these tradition events.	
	Responsible: Traditions Task Team	Timeline: Short-term
	4. Promote and inform the community of the tradition events utilizing social media platforms.	
	Responsible: Traditions Task Team	Timeline: Short-term
	Outcomes: <ul style="list-style-type: none">• Traditions have been established by PFD where community engagement is sought.• Increased community involvement with fire department traditions.	
Goal: 2C Increase/enhance communications and interactions with non-English speaking (or English as Second Language [ESL] groups).		
Objectives	1. Identify non-English speaking groups within the community.	
	Responsible: ESL Task Team	Timeline: Mid-term
	2. Identify and utilize community partners to assist with communication.	
	Responsible: ESL Task Team	Timeline: Mid-term
	3. Invite selected community partners to present cultural awareness training to PFD.	
	Responsible: ESL Task Team	Timeline: Mid-term
	4. Identify resources for bilingual language training for current employees.	
	Responsible: ESL Task Team	Timeline: Mid-term
	5. Identify communication/interpretation tools (pictograph).	
	Responsible: ESL Task Team	Timeline: Mid-term
	6. Train department personnel on the proper use of selected tools and resources (objectives 2C2–4).	
	Responsible: ESL Task Team	Timeline: Long-term

	7. <i>Encourage labor/management discussion to increase the scope of the bilingual incentive (include more languages than Spanish).</i>	
	Responsible: ESL Task Team	Timeline: Long-term
	8. <i>Actively recruit bilingual candidates through community engagement.</i>	
	Responsible: ESL Task Team	Timeline: Long-term
	Outcomes: <ul style="list-style-type: none"> • Regular (increased) interactions with all non-English speaking groups • Increased number of bilingual employees through training and hiring • Increased cultural competence due to training and greater interaction 	

Initiative 3 – Operational Readiness		
This initiative seeks to address emergency response capabilities and ensure response readiness by the crews of the Pasco Fire Department. This includes, but is not necessarily limited to greater use of technology, formalizing standards for personnel certifications and competence, improving response times, ensuring a response-ready fleet of emergency apparatus, and maintaining or enhancing PFD's Washington Surveying & Rating Bureau (WSRB) Public Protection Classification.		
Initiative Managers: Chief Dunbar/Chief Reid		
Goal: 3A Update the technology of critical infrastructure relied upon by PFD.		
Objectives	1. Replace portable radios with compliant equipment to meet the Region 8 standard.	
	Responsible: Technology Task Team	Timeline: Short-term
	2. Schedule periodic meetings with IS/IT to evaluate the technological needs of PFD.	
	Responsible: Technology Task Team	Timeline: Mid-term
	3. Research improvements in hardware/software relied upon by PFD.	
	Responsible: Technology Task Team	Timeline: Mid-term
	4. Implement findings from technology hardware/software research.	
	Responsible: Technology Task Team	Timeline: Mid-term
Outcome: <ul style="list-style-type: none">Technology [radios, tablets, etc.] are updated and maintained to meet operational needs.		
Goal: 3B Ensure the technical competence of all personnel.		
Objectives	1. Maintain a high level of PFD standards for personnel training and certification.	
	Responsible: Training Task Team	Timeline: Short-term, ongoing
	2. Conduct quarterly training between technical and non-technical team members.	
	Responsible: Training Task Team	Timeline: Mid-term
	Outcomes: <ul style="list-style-type: none">PFD training and certification standards are maintained, clearly defined, and understood by all personnel.All personnel continue to be trained to the PFD standards, which reflect industry best practices.	
Goal: 3C Improve response times in PFD.		
Objectives	1. Adopt a 60-second turnout time, 90% of the time for EMS responses.	

	Responsible: Response Time Task Team	Timeline: Mid-term
	2. <i>Adopt an 80-second turnout time, 90% of the time for fire responses.</i>	
	Responsible: Response Time Task Team	Timeline: Mid-term
	3. <i>Conduct a GIS study to see what options are available to decrease travel time (station locations, fastest route of travel).</i>	
	Responsible: Response Time Task Team	Timeline: Long-term
	Outcome: <ul style="list-style-type: none">• Meet City Council's travel time goal of 6 minutes (improve from the current 6.7 minutes).	
Goal: 3D Maintain an appropriate fleet for fire and EMS responses.		
Objectives	1. <i>Create an Apparatus Committee for purchasing to include 3–6 members who are current apparatus operators (1–2 members per shift).</i>	
	Responsible: Apparatus Task Team	Timeline: Short-term
	2. <i>Purchase apparatus as determined by the Apparatus Committee.</i>	
	Responsible: Apparatus Task Team	Timeline: Long-term
	Outcome: <ul style="list-style-type: none">• PFD has well-maintained, service-ready apparatus designed and built with significant input from equipment operators.	
Goal: 3E Maintain PFDs Public Protection Class 3 (PPC-3) rating from the Washington Surveying and Rating Bureau.		
Objectives	1. <i>Work with SECOMM to fulfill recommendations of the WSRB PPC-3 maintenance plan.</i>	
	Responsible: PPC-3 Task Team	Timeline: Short-term
	2. <i>Work with Public Works to continually review the recommendation of the WSRB PPC-3 maintenance plan.</i>	
	Responsible: PPC-3 Task Team	Timeline: Mid-term
	3. <i>Work with Code Enforcement/Planning Department to implement the recommendations of the WSRB PPC-3 maintenance plan.</i>	
	Responsible: PPC-3 Task Team	Timeline: Mid-term
	4. <i>Ensure City Shops staff who work on PFD apparatus are qualified Emergency Vehicle Technicians.</i>	
	Responsible: PPC-3 Task Team	Timeline: Mid-term

	5. <i>Educate all PFD fire personnel to understand the components of the WSRB rating system.</i>	
	Responsible: PPC-3 Task Team	Timeline: Mid-term
	Outcome: <ul style="list-style-type: none"> The WSRB PPC-3 maintenance plan has been updated. 	
Goal: 3F	Update the 2016 PFD Master Plan to address growth identified in the Pasco Comprehensive Land Use Plan (Comp Plan).	
Objectives	1. <i>Identify elements within the Comp Plan that have impacts to emergency service delivery.</i>	
	Responsible: Master Plan Task Team	Timeline: Short-term
	2. <i>Quantify Comp Plan impacts to the WSRB PPC-3.</i>	
	Responsible Master Plan Task Team	Timeline: Short-term
	3. <i>Acquire authorization and funding to develop a master plan update in 2021.</i>	
	Responsible: Master Plan Task Team	Timeline: Short-term
	4. <i>Develop master plan update.</i>	
	Responsible: Master Plan Task Team	Timeline: Short-term
	Outcome: <ul style="list-style-type: none"> The PFD master plan has been updated to reflect changes identified in the Comp Plan. 	

Initiative 4 – Professional Development

The purpose of this initiative is to clearly identify the paths to follow for those aspiring to greater levels of responsibility and leadership positions in PFD. It also focuses on the performance evaluation process for all personnel as a key component of the promotional process. Finally, it seeks to address paramedic retention and job satisfaction.

Initiative Managers: Chief Reid

Goal: 4A Create a succession plan.

Objectives	1. Continue and enhance the Lieutenant Academy.	
	Responsible: Succession Task Team	Timeline: Short-term
	2. Deliver the Lieutenant Academy to all members on LT Eligibility List.	
	Responsible: Succession Task Team	Timeline: Short-term
	3. Offer the Lieutenant Academy to those eligible for upgrade.	
	Responsible: Succession Task Team	Timeline: Short-term
	4. Develop an Acting Battalion Chief Academy.	
	Responsible: Succession Task Team	Timeline: Short-term
	5. Deliver Battalion Chief Academy to all members on BC Eligibility List.	
	Responsible: Succession Task Team	Timeline: Short-term
	6. Offer Battalion Chief Academy to those eligible for upgrade.	
	Responsible: Succession Task Team	Timeline: Short-term
	7. Identify and distribute testing resources when preparing for a promotional exam.	
	Responsible: Succession Task Team	Timeline: Short-term
	8. Identify and create career development road maps for all positions and specialties.	
	Responsible: Succession Task Team	Timeline: Short-term
	9. Create position- and specialty-specific exit strategies.	
	Responsible: Succession Task Team	Timeline: Short-term
	Outcomes: <ul style="list-style-type: none"> All members are adequately prepared for career advancement. All acting officers have completed on-the-job training prior to assuming an upgrade. All personnel aspiring to or holding a position of leadership are fully prepared for a smooth transition to the next level of leadership. 	

Goal: 4B Develop continuing education requirements for all officers.		
Objectives	1. <i>Set a minimum amount of officer meetings/trainings attended.</i>	
	Responsible: Officer CE Task Team	Timeline: Short-term
	2. <i>Identify and standardize annual officer training (continuing education) by rank.</i>	
	Responsible: Officer CE Task Team	Timeline: Mid-term
	3. <i>Seek and obtain outside sources of continuing education.</i>	
	Responsible: Officer CE Task Team	Timeline: Long-term
	Outcomes: <ul style="list-style-type: none">• Minimum standards for continuing education have been established for each officer level in PFD.• Compliance with minimum standards for officer continuing education is enforced.	
Goal: 4C Improve the PFD personnel evaluation process.		
Objectives	1. <i>Provide officer training on writing objective personnel performance evaluations.</i>	
	Responsible: Evaluation Task Team	Timeline: Short-term
	2. <i>PFD Administration, the Union, and HR collaborate to align the evaluation criteria with PFD position descriptions and adjust the grading scale.</i>	
	Responsible: Evaluation Task Team	Timeline: Mid-term
	3. <i>Adjust the evaluation process to facilitate 360-degree feedback for those being evaluated.</i>	
	Responsible: Evaluation Task Team	Timeline: Mid-term
	Outcomes: <ul style="list-style-type: none">• An evaluation process and criteria have been adopted that best reflects personnel performance.• Supervisors conducting personnel evaluations are first obtaining 360-degree feedback pertaining to the member being evaluated and considering that feedback in completing the annual performance evaluation.	

Goal: 4D Improve paramedic retention and job satisfaction.		
Objectives	1. Interview/survey paramedics and former paramedics to determine their job satisfaction and their motivation for pursuing this career.	
	Responsible: Medic Task Team	Timeline: Critical Task
	2. Identify patterns and themes from the survey/interview results that are obstacles to job satisfaction.	
	Responsible: Medic Task Team	Timeline: Short-term
	3. Create a Paramedic Committee (2 per shift) to work with administration to implement changes identified.	
	Responsible: Medic Task Team	Timeline: Short-term
	4. Modify recruitment efforts to entice qualified individuals to pursue paramedic certification.	
	Responsible: Medic Task Team	Timeline: Mid-term
	5. Re-evaluate recruitment strategies for new hire paramedics, to include a potential partnership with Columbia Basin CC.	
	Responsible: Medic Task Team	Timeline: Mid-term
	6. Create an exit strategy for incumbents to request dropping their paramedic certification.	
	Responsible: Medic Task Team	Timeline: Long-term
	7. Conduct surveys of incumbent paramedics (post-implementation surveys) to determine the effectiveness of measures taken in objectives 4D1-6.	
	Responsible: Medic Task Team	Timeline: Long-term
	8. Re-evaluate and adjust as necessary to respond to the results of the post-implementation surveys.	
	Responsible: Medic Task Team	Timeline: Long-term
	Outcomes: <ul style="list-style-type: none"> Columbia Basin CC is a partner with PFD to create well-qualified paramedics for potential recruitment at PFD. Paramedic retention and job satisfaction have increased. 	

IMPLEMENTATION METHODOLOGY

As stated by Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University, “*The three major keys to successful strategic planning and implementation are **commitment, credibility, and communication** [emphasis added].*” These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from PFD members, keeping the strategic plan and its status front and center of the organization continuously, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan’s long-term success.

The city management and elected officials are asked to review and adopt the strategic plan, endorsing the plan with an open letter to all readers of the plan (contained within this report). The fire chief and the IAFF Local president have also been asked to endorse this strategic plan. The importance of these three letters cannot be overemphasized. The legislative, executive/administrative, and labor branches of the organization have essentially signed on and are committed to seeing this strategic plan through to its ultimate achievement.

To the extent possible, the budget should align with strategic plan elements. The fire chief and city management 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 a task team. The task teams currently exist in name only. They must be populated by capable members with an emphasis on those having a desire to achieve the objective or who have expertise or job assignments that align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the initiative 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).

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 initiative managers.

Role of Initiative Managers

The initiative managers must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the initiative; identify funding needs in order 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 initiative 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 Internal Planning Team and the 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 initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an objective or delays its achievement beyond the timeline set within this plan.

The Internal Planning Team and Fire Chief should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan top-of-mind for every member. As charter members of this strategic plan, the Internal Planning Team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

Role of Department Members

Every member of PFD is responsible for understanding the strategic plan; internalize the mission, vision, values, goals, and objectives of it; and help 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 look-out for opportunities the various task teams may be able to take advantage of to achieve its objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising 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 important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the Department faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, the resolution of 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. Numerous communication strategies must be discussed by the internal planning team. They include:

- Chief officers meeting with all crews over the course of 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 personnel and post a hard copy of the plan at each station.

- Communicate status updates quarterly, celebrating successes, and identifying struggles transparently.
- Internal planning team meets with initiative 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 (five years).

These strategies and mechanisms each have their 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 members. By celebrating successes as they occur, it increases the level of anticipation by the members for the other elements to be accomplished.

The Task Worksheet (Appendix D in this report) 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 initiative managers. This helps keep the process standardized and on track and can be the basis of communicating progress to the Department. Whether this task sheet, an internally developed spreadsheet, or other tracking device created by the Department is used, the important take away is maintaining granular tracking at the task team level and the big picture Department-wide.

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APPENDIX B: INTERNAL SWOT FEEDBACK

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

- Its people (18)
- Progressive as an organization (6)
- Growth (5)
- A majority of the members are striving to do the right thing, a good group of energetic firefighters concerned about the service we are providing; professional. (4)
- Chief (3)
- It sounds like Chief and our union have drastically improved the Department in the last 5ish or more years. City and Union get along very well. (3)
- Great relationship with City officials (3)
- A wanted place to work. Word is out and people want to work for us.
- Adapting to change, leading change; progressive.
- Administration is strong with vision and planning.
- Line personnel is full of enthusiastic good people who strive to improve.
- Diversity as far emergency response (TRT, Water Rescue, ARFF, EMS, etc.)
- Aggressive and open to new ideas and proven techniques
- Being pro-active
- Camaraderie
- Continuously being in front of the community.
- Customer service.
- CRR interaction with the public and the programs provided to them.
- Desire to make the Department better, eager attitudes, a low amount of negativity.
- Diversity
- Emergency Service Delivery
- EMS—showing care and compassion to patients
- Enthusiasm and passion of the personnel doing the everyday work
- Everyone's ideas are listened to and evaluated. Command and line staff are willing to listen to new ideas that could benefit our community or Department.
- Fire Suppression
- For the most part people care about doing their job well.
- Improvement with the training division.
- Leadership and majority of members who are extremely proud to serve the City of Pasco
- Line staff commitment to community
- Momentum
- Open minded to change; passion to be better
- Our fire and EMS skills
- Our image
- Positive impacts with citizens on calls
- Service delivery
- That as a line firefighter we have great support from our administration in all aspects of what it takes to do our job.
- Those who believe in and abide by the Vision statements and Core values.
- The pride its members have to be working for the City of Pasco Fire Department.
- Working as a team

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

- Accountability (7)
- Administration is very disconnected with how line personnel think and feel about day to day issues. New FF and Paramedics have come in enthusiastic and motivated to only be discouraged routinely after their thoughts and opinions have been disregarded or ignored entirely by the administration.
- ARFF training
- Avoiding dealing with the uncomfortable conversations with personnel issues.
- Being influenced by a young crowd who want change because it's trending.
- The City has been growing and struggling to keep up with new hires, stations, equipment.
- Communication throughout the Department in a timely manner (8)
- Consistency in management
- Current morale, which is a double edge sword, it needs to be updated but no one likes to be displaced.
- Different shifts working at different levels, not consistent with operations; lacking continuity (15)
- Engaging all members to strive to be better in certain subjects
- Gossip (4)
- Growing too fast. Hard to get projects complete when the next great idea is coming along.
- Its people (2)
- Keeping up with all the changes
- Lack of activity from some of the older members
- Lack of overall prevention education in all aspects.
- Lack of Paramedics to be actual paramedics, not officer medics.
- Lack of Spanish speakers. Maybe offer classes for medical Spanish.
- More focus on systems than the people
- More than ever I believe we need to hire the right people as we are hiring entry-level the good and bad hires with being here an entire career
- Not holding high ranking officers to the same standards as line workers
- Rapidly growing quicker than experience can be gained
- Sound consistent leadership. At times it seems we are more about words than actions.
- Spread too thin, too few people doing too much of the workload
- Stagnation and involvement at the BC level.
- The climate of construction and COVID, the world is currently depressing. It's hard to escape.
- The current stage of transition between old school and new school
- The probation period and process
- There could be more company training
- Those that do not follow/value the Vision statements and Core values.
- Treating the Department as a true job instead of a calling to serve
- Trying to be proactive without the proper infrastructure, it feels like sometimes the Department has too many irons in the fire
- Unrealistic expectations of the line staff

In your opinion, what single greatest opportunity should the Department take advantage of in the future?

- A rapidly growing city; planning for PFD growth to keep pace (21)
- We are hiring at a rate that can make or break our culture. We should hire employees that fit our mission, vision, and values. It is important that we "fill seats" but not at the cost of our healthy culture. (12)
- Community outreach (3)
- Building up the people
- Continuing to build relationships between other cities and counties
- Creating intuitive leaders to guide personnel as they grow professionally and personally.
- Introducing CRR to new members and changing the culture within the Department to be more proactive with CRR.
- Manage the personnel to guide the passion and enthusiasm of personnel without leaning too heavily on them resulting in burnout.
- More community outreach and involvement after COVID passes.
- More grants
- More in state and out of state mobilization opportunities for wildfires. It can be a great money maker for the Department and fantastic training and experience opportunities for the individuals who go on them.
- Preparing for the "what if" scenarios that seem to be more of the norm as of late. Pandemics, line staff wellbeing, community education.
- Public image, trust
- Regional Fire Authority
- Seeking more training opportunities
- Technological advancements, without hampering the crews such as clean cabs. Looks good on paper but not best for citizens.
- The airport
- The current funding we have now to deeply engrained in so many new fire employees, of what and how the purpose of the Pasco Fire Department has been and still is; provide selfless service to our community.
- The motivation and willingness to improve and become the best we can be.
- The opportunity to continue a great working relationship with the City as the Department continues to grow and expand the number of stations
- Truck academy.
- Try to bring people closer together while expanding into multiple new stations/growth
- We have the opportunity to lead the tri-cities in all training, both for line personnel and officers. There is an open-door to groom young officers, and improve current officers by taking the initiative to providing a program of consistent training.
- We have the support of our community. We need to talk the City into raising funds (taxes) for programs that will set us up for the continued growth of the city. We are barely keeping up. It would be nice to be ahead of the growth.

In your opinion, what is the single most significant threat that the Department faces in the future?

- Not hiring the right people is huge; plan for our future. There are a lot of good people out there testing but we must look at who the person will be beyond probation. Not hiring locally. (23)
- Change of top leadership (Chief) with an array of changes that may not be taken well with more senior employees (12)
- A City Manager, Fire Chief, Mayor, or City Council that has differing opinions than those currently filling those roles have. (7)
- An economic downturn locally (5)
- City growth (4)
- Morale. If we continue to take each other out at the knees, we will self-implode. COVID has definitely not helped with the tension and stress. (3)
- Individualism, egos (2)
- Complacency of its members
- Continued rapid growth.
- Division
- Fulfilling the needs of the community
- Losing ambulance funding
- Losing paramedics or having a paramedic shortage
- Members not trusting each other.
- New requirements and practices because of COVID.
- Paramedic Burnout
- People not being held accountable for conduct outside of work.
- Public opinion on how to do our job
- Rapid growth without proper training or maintaining hiring standards
- Shift /company crew divisiveness
- Single-minded opinions driving the direction of the body itself
- Strong leaders retiring and not teaching the younger crews valuable skills that are necessary to be successful
- Members making poor decisions the reflect on PFD
- The disconnect between admin and line personnel, especially the Paramedics.

APPENDIX C: TIMELINE

Objectives	Task Team	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
1B1: Equip every station with a whiteboard for inventory documentation.	Shift Change				
1B2: Create a standardized list of station chores for shift change.	Shift Change				
1B3: Develop morning shift apparatus transfer check-off sheet.	Shift Change				
1B4: Revise daily station duties (apparatus & station chores) to clarify off-going shift responsibilities.	Shift Change				
4D1: Interview/survey paramedics and former paramedics to determine their job satisfaction and their motivation for pursuing this career.	Medic				
1A1: Develop a baseline survey on the current state of solidarity in the Department.	Solidarity				
1A2: Develop action plans to implement programs to address issues in the solidarity survey.	Solidarity				
1A3: Conduct team-building exercises/workshops.	Solidarity				
1C1: Chief/Deputy Chief attend a shift briefing for each shift once per month to address any questions or comments on Department information.	Informed		ongoing		
1C2: Station officers police unverified information and debunk misinformation.	Informed		ongoing		
1D1: Maintain a high level of quarterly standards for training hours by subject for Fire, EMS, & Special Ops.	Cross-Shift Training				
1D2: Conduct quarterly EMS training to meet PFD training standards.	Cross-Shift Training				
2B1: Identify and memorialize fire department traditions.	Traditions				
2B2: Select fire department events which lend themselves to community involvement.	Traditions				
2B3: Notify, prepare, and schedule personnel for these tradition events.	Traditions				
2B4: Promote and inform the community of the tradition events utilizing social media platforms.	Traditions				

Objectives	Task Team	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
3A1: Replace portable radios with compliant equipment to meet the Region 8 standard.	Technology		ongoing		
3B1: Maintain a high level of standards for personnel training and certification.	Training				
3D1: Create an Apparatus Committee for purchasing to include 3–6 members who are current apparatus operators (1–2 members per shift).	Apparatus				
3E1: Work with SECOMM to fulfill recommendations of the WSRB PPC-3 maintenance plan.	PPC-3				
3F1: Identify elements within the Comp Plan that have impacts to emergency service delivery.	Master Plan				
3F2: Quantify Comp Plan impacts to the WSRB PPC-3.	Master Plan				
3F3: Acquire authorization and funding to develop a master plan update in 2021.	Master Plan				
3F4: Develop master plan update.	Master Plan				
4A1: Continue and enhance the Lieutenant Academy.	Succession				
4A2: Deliver the Lieutenant Academy to all members on LT Eligibility List.	Succession				
4A3: Offer the Lieutenant Academy to those eligible for upgrade.	Succession				
4A4: Develop an Acting Battalion Chief Academy.	Succession				
4A5: Deliver Battalion Chief Academy to all members on BC Eligibility List.	Succession				
4A6: Offer Battalion Chief Academy to those eligible for upgrade.	Succession				
4A7: Identify and distribute testing resources when preparing for a promotional exam.	Succession				
4A8: Identify and create career development road maps for all positions and specialties.	Succession				
4A9: Create position- and specialty-specific exit strategies.	Succession				
4B1: Provide officer training on writing objective personnel performance evaluations.	Officer CE				
4C1: Provide officer training on writing objective personnel performance evaluations.	Evaluation				
4D2: Identify patterns/themes from survey results that are obstacles to job satisfaction.	Medic				

4D3: Create a Paramedic Committee (2 per shift) to work with administration to implement changes identified.	Medic				
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Objectives	Task Team	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
4D4: Modify recruitment efforts to entice qualified individuals to pursue paramedic cert.	Medic				
4D5: Re-evaluate recruitment strategies for new hire paramedics, to include a potential partnership with Columbia Basin CC.	Medic				
1A4: Senior staff ensures consistency between shifts at the Battalion Chief level.	Solidarity				
1A5: Design, develop, and implement shift to shift fitness competitions.	Solidarity				
1A6: Design, develop, and implement sporting competitions (e.g., i.e., corn hole, Frisbee golf, softball) between agencies (PPD, Richland, Kennewick).	Solidarity				
1A7: Conduct a post-implementation survey (biannually) to determine whether the goal was met.	Solidarity			ongoing	
1D3: Specialty teams conduct cross shift quarterly training.	Cross-Shift Training				
1D4: Conduct Multi-Company Operations (MCO) using cross-shift configuration at least annually.	Cross-Shift Training				
2A1: Create a list of current community events.	Outreach			ongoing	
2A2: Identify the needs of each community event.	Outreach			ongoing	
2A3: Create educational content based on the audience's needs.	Outreach				
2A4: Notify, prepare, and schedule personnel to attend community events.	Outreach			ongoing	
2A5: Identify social media platforms to support the above objectives.	Outreach				
2A6: Develop and implement social media strategies to further enhance engagement with our community.	Outreach			ongoing	

2C1: Identify non-English speaking groups within the community.	ESL				
2C2: Identify and utilize community partners to assist with communication.	ESL				
2C3: Invite selected community partners to present cultural awareness training to PFD.	ESL				
2C4: Identify resources for bilingual language training for current employees.	ESL				

Objectives	Task Team	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
2C5: Identify communication/interpretation tools (pictograph).	ESL				
3A2: Schedule periodic meetings with IS/IT to evaluate the technological needs of PFD.	Technology				
3A3: Research improvements in hardware/software relied upon by PFD.	Technology				
3A4: Implement findings from technology hardware/software research.	Technology				
3B2: Conduct quarterly training between technical and non-technical team members.	Training				
3C1: Adopt a 60-second turnout time, 90% of the time for EMS responses.	Response Time				
3C2: Adopt an 80-second turnout time, 90% of the time for fire responses.	Response Time				
3E2: Work with Public Works to continually review the recommendation of the WSRB PPC-3 maintenance plan.	PPC-3				
3E3: Work with Code Enforcement/Planning Department to implement the recommendations of the WSRB PPC-3 maintenance plan.	PPC-3				
3E4: Ensure City Shops staff who work on PFD apparatus are qualified Emergency Vehicle Technicians.	PPC-3				
3E5: Educate all PFD fire personnel to understand the components of the WSRB rating system.	PPC-3				
4B2: Identify and standardize annual officer training (continuing education) by rank.	Officer CE				
4C2: PFD Administration, Union, & HR collaborate to align evaluation criteria with PFD position descriptions & adjust the grading scale.	Evaluation				
4C3: Adjust the evaluation process to facilitate 360-degree feedback for those being evaluated.	Evaluation				

2C6: Train department personnel on the proper use of selected tools and resources (objectives 2C2–4).	ESL				
2C7: Encourage labor/management discussion on increasing the scope of the bilingual incentive (include more languages than Spanish).	ESL				
2C8: Actively recruit bilingual candidates through community engagement.	ESL				

Objectives	Task Team	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
3C3: Conduct a GIS study to see what options are available to decrease travel time (station locations, fastest route of travel).	Response Time				
3D2: Purchase apparatus as determined by the Apparatus Committee.	Apparatus				
4B3: Seek and obtain outside sources of continuing education.	Officer CE				
4D6: Create an exit strategy for incumbents to request dropping their paramedic certification.	Medic				
4D7: Conduct surveys of incumbent paramedics (post-implementation surveys) to determine the effectiveness of measures taken in objs 4D1–6.	Medic				
4D8: Re-evaluate and adjust as necessary to respond to the results of the post-implementation surveys.	Medic				

APPENDIX D: TASK WORKSHEET

Initiative:		Person(s) Responsible:		Desired Outcome(s):		
Goal:						
Objective:				Timeline:		
#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

APPENDIX E: INTERNAL ASSESSMENT OF PLANNING EFFORT

Progress Review of the 2016 Master Plan and 2017 Strategic Plan by Battalion Chief Garrett Jenks, Pasco Fire Dept.

As we look to 2021 with eagerness to start anew, and hope filled hearts that a resemblance of normalcy will indeed return, it is important to have a detailed plan in place to navigate the unforeseen. The last few years at the PFD have been filled with extreme growth and development at an accelerated pace. Much to the credit of an aggressive and proactive administration and the dedication and commitment of labor, the PFD has remained focused and steadfast. The labor pool has grown from 57 to 81 personnel, accounting for a 42% growth rate. A new station was opened, as was a new training center to serve the PFD and its consortium partners. Station alerting was updated with new technology and communications were moved to a new dispatch center, and apparatus continue to be updated. Through these efforts and the collaborative effort of other city departments, the health and safety of the citizens of Pasco have improved. As a result the PFD received a class 3 rating from the Washington Surveying and Rating Bureau, surpassing the previous goal set by council to receive a class 4 rating.

The guiding priorities and path laid out to follow have been set by the 2016 Emergency Services Master Plan, and the 2017 Strategic Plan. The PFD is currently putting the finishing touches on the updated 2021 Strategic Plan, which will continue to be a guide for the next few years. As we transition from the 2017 strategic plan to the 2021 plan it is important not to abandon the progress made in the previous initiatives and goals, and continue to make progress on those that are not yet complete. As I compare and contrast the two plans the following are areas that have allowed for progression and/or continuation of efforts moving forward.

A significant amount of the 2017 strategic plan was focused on improving the areas of the fire department that are used by the WSRB for its rating. These areas include water supply, fire department, emergency communications, and fire safety control. The following are initiatives and/or goals that were put in place in the 2017 plan that helped improve the PFD WSRB rating.

2017 Initiative 1 Service Delivery and Infrastructure

Items that were completed and/or are in progress include the opening of station 84 which is fully staffed and operational. The relocation of station 83 near RD 76 and Sandifur, to provide better coverage and protection to the north and north west part of the city. This newly constructed and relocated station will open January 2021. The training tower is fully operational and serves the PFD and region as the main training location for recruit academies. The consolidation of the dispatch centers is complete. SECOMM is serving as the regional dispatch center. This improved dispatching times and reduced the duplication of efforts in many cases.

The Pasco City Council has set the goal of maintaining the class 3 rating, thus in the 2021 plan the goal was set to reflect the council's goal. To make this happen the WSRB maintenance plan will be updated in early 2021. Many of the items already spoken of will also help meet the council's goal of a 6 minute travel time to emergency scenes. The 2021 plan sets objectives of having a 60 second turnout time for EMS calls and an 80 second turnout time for fire calls 90% of the time, which matches the NFPA 1710 standard.

Items mentioned in the 2016 Master Plan that are ongoing, and will have a positive impact on the WSRB rating involve improving the hydrant and maintenance program, pre-fire planning, and plans review process. Specifically building inspection services should be merged with the fire department. This can be done by hiring a full time fire marshal within the PFD. The fire marshal would coordinate with code enforcement to provide collaborative efforts to provide consistent plans across multiple jurisdictions. Efforts could then be placed on the PFD training division to get crews involved in annual inspections, with the dual purpose of providing site familiarity to the crews. Priority would be placed upon

occupancies that are deemed “high risk” through the plans review process. A continual strong partnership with public works is needed to ensure hydrant maintenance and record keeping. The color coding of the hydrants has been discussed but progress is yet to be made.

Progress made in initiative 1 has allowed for the progression and the setting of goals within the 2021 plan. The new training tower has allowed the PFD to set a higher standard for training and competence. A new goal has been set to maintain a high level of training standards, including minimum training hours. Also cross-shift training to be conducted at least quarterly, thus ensuring the technical competence of all personnel.

2017 Initiative 2 Succession Planning

In preparing the 2017 strategic plan the need for career development was identified. A great amount time and effort has occurred during the last few years putting processes in place to allow for career development. It starts on day one as the new recruit enters the fire academy. Each academy has improved upon the successes of the previous one. The last academy held in February 2020 consisted of 13 recruits (6 PFD & 7 RFD), attending 16 weeks, totaling 784 academy hours, of which 520 were hands on training hours. This rigorous academy gives each new recruit a strong foundation to build upon. Once the recruit completes probation there are numerous avenues to pursue. One might have interest in specializing and become a member of one of the many teams; i.e. technical rescue team, water rescue team, vehicle and machinery extrication team, and hazardous materials team. If one wants to become a paramedic, there is an avenue in place for that as well. Efforts to develop a common training manual for the Tri-City fire departments and districts should be continued.

Progress was also made preparing future officers for the positions they would fill, and the added responsibilities that would be placed upon them. Recently PFD held its first Lieutenant academy, giving the newly promoted Lieutenants an overview of their position. In 2019 the department also brought in Janice Corbin with Sound Employment Solutions to facilitate monthly officer training, benefiting all officers who attended.

The 2021 plan builds off progress already made. The Lieutenant academy had a lot of positive feedback, to the point that the goal was set to enhance the academy, and offer it to all who are on the eligibility list and/or to members who could find themselves in that role. There was also a strong desire to develop an acting Battalion Chief academy. Through surveys and discussion it was determined that the department should seek opportunities to better prepare future officers and educate the current officers through outside resources. An objective to set a minimum amount of continuing education hours for all officers, and improve the employee evaluation process is of high priority.

2017 Initiative 3 Health and Safety

It may seem amiss to talk about station alerting under the heading of health and safety but studies show that sleep and the way we come out of sleep play a big part of an individual health profile. For the last several years the PFD has been fully invested in improving the station alerting systems. Station 82 is the first to come online with the new Locution system, new station 83 and 84 will follow in 2021 and 81 is currently being retrofitted. The Locution system will also have positive impacts on response times. Locution will simultaneously dispatch multiple stations instead of the current tiered dispatching that causes delays in the crews turnout times. This will also help PFD maintain the class 3 WSRB rating as well as addressing the overall response time goals.

The Community Risk Reduction (CRR) program has gained a lot of traction throughout the city. Much of this can be attributed to Ben Shearer, the manager of the program. Many relationships have been forged with community partners, benefiting citizens who are failing to thrive or who are suffering from mental health. Community Risk Reduction also has worked with schools providing fire safety education. A partnership with the Red Cross has allowed hundreds of smoke alarms to be installed, and batteries replaced in the smoke detectors in homes of those who may not have the capacity or means to do so otherwise. Frequent users off the 911 system have received specialized attention and care from our partnership with Consistent Cares via the Pasco Resource Navigator (PRN) program. The PFD and Consistent Cares share

an employee that makes this possible. In 2021 this employee will work full time for the PFD. Priorities of the program continue to be set using Vision 20/20 as a resource.

This work continues to be emphasized in the 2021 strategic plan. Many aspects of Community Risk Reduction program and community outreach are aspects of WSRB rating. The 2021 plan has an entire initiative entitled “Community Outreach”. The goals of this initiative focus on increasing the physical presence of the PFD members in the community, focusing on involvement in community events and sharing the fire department traditions and culture with the community. It was identified that amid the 2020 Covid Pandemic, the department should focus on growing its presence on social media; reaching audiences that otherwise would not be possible at this time.

Other items that are noteworthy include the progress that has been made revising the Airport Emergency Plan to reflect the remodels and additions that have occurred at the Pasco Airport. Daily and/or weekly interactions between PFD personnel and airport staff have strengthened the partnering relationship between the two agencies.

The 2016 Master Plan identified the need to have plan to assure that all administrative functions have a backup provider. During the last year additional positions have been created and filled to make this happen. i.e. a 2nd Deputy Chief and the medical/training officer assistant. The one position that needs to be created and filled is the 2nd administrative assistant. The current plan is to add that position when the Administration Staff moves into the new Station 84. With the updated 2021 Strategic Plan it will fulfill nearly all the goals and priorities of the 2016 Master Plan; making it important to revise the master plan in the very near future.

This brief overview of the two plans highlights areas of focus within the plans. It is not a complete comparison but rather an attempt to show how the 2021 strategic plan continues to build off of the progress made with the 2017 plan and how work continues to achieve the goals of the 2016 Master Plan.