



Spokane County

Fire District 8

2024 Strategic Plan



Table of Contents

Message from the Board of Commissioners	2
Message from the Fire Chief	3
Strategic Planning Component Definitions	4
Vision, Mission, and Core Values	5
Fiscal Sustainability	6
Innovative and High Performing Organization	7-8
Community Education and Engagement	9
Emergency Response and Customer Services	10
Asset Resource Management	11

Message from the Board of Commissioners

The combined efforts of the District's leadership team, our valued residents, stakeholders, and dedicated employees have yielded an outstanding outcome in the formulation of the new Strategic Plan. This comprehensive plan serves as a guiding light, illuminating the path towards realizing our District's vision. It assures our readiness to embrace innovative projects and drive forward crucial initiatives.

Our strategic commitment is focused on five key areas: Ensuring Fiscal Sustainability, Innovation and High-Performing Organization, Community Education and Engagement, Emergency Response and Customer Service, and Asset Resource Management. Through this strategic focus, we are well-prepared to navigate the trajectory of our District's future.

The Strategic Plan addresses endeavors that extend beyond the routine operational services provided by the District. It carves out a realm of opportunity and provides a clear roadmap, offering both the Board of Commissioners and our Fire Chief the means to guide the allocation of staff's efforts towards pivotal projects that shape the District's tomorrow.

We extend our appreciation and gratitude to the Fire Chief, whose invaluable insights and unwavering dedication have been instrumental in shaping this plan.

Warm regards,

Lee Boling
Chairperson of the Board
Position #2

Andy Rorie
Commissioner Position #1

Greg Hesse
Commissioner Position #3



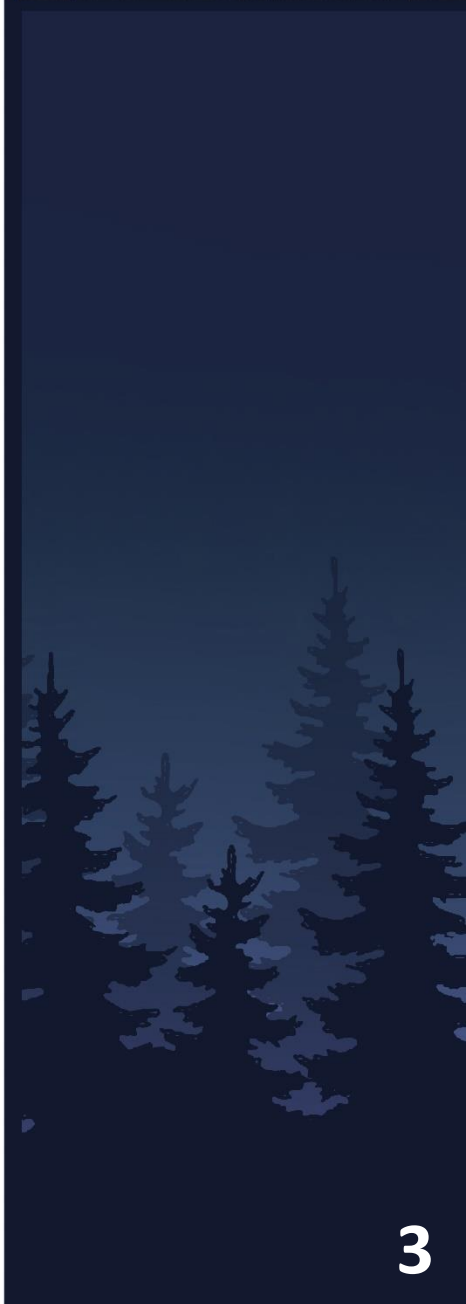
Message From the Fire Chief

At Spokane County Fire District 8, our unwavering commitment lies in "Shaping Our Tomorrow." In his influential work on management, "The Dance of Change," author Peter Senge emphasizes the imperative for organizations to thoughtfully steer their course toward the future and its boundless possibilities. This Strategic Plan serves as a conduit for unveiling the District's strategies, aimed at directing our efforts to enhance the District operations to meet the current and future needs of our residents.

The Strategic Plan is a comprehensive guide delineating the projects and ventures that will position us to harness future opportunities. This plan is adaptable and dynamic in nature and acts as our compass, directing and empowering the District to take proactive steps to manage our future.

In my capacity as Interim Fire Chief, I am committed to fostering collaboration with the Board, the District, our residents, stakeholders, and dedicated workforce in implementing the Strategic Plan. This collective effort ensures our ability for Spokane County Fire District 8 to continue to manage our horizon.

Sincerely,
Chris Wyrobek
Interim Fire Chief



Strategic Planning Component Definitions

The following are definitions for the key building blocks for the District's strategic plan:

Vision Statement - The statement of an organization's overarching aspirations of what it hopes to achieve or to become.

Mission Statement - The statement that describes what the organization needs to do now to achieve the vision.

Core Values Statement - These define what the organization believes in and how people in the organization are expected to behave—with each other, with customers and suppliers, and with other stakeholders.

Strategic Focus Area – The intersection of the District's Mission, and Organizational Values with the needs of its residents and the District's organizational competency. These focus areas are designed to keep the organization's priorities from getting distracted by what may appear to be competing opportunities. This strategic focus will drive policy decisions and priorities for the District. These areas are the **"we will always"** statements.



The Vision Statement

To be role models in our community, To be leaders in the Fire Service, To be driven by positive attitudes, To be respectful of others and, To be dedicated to helping people.

The Mission Statement

Our mission is to provide effective medical, fire, rescue, and hazard response while collaborating with community members and partners to prevent future emergencies. We accomplish this by maintaining an inclusive organization of well-trained members, with a shared commitment to safety and service excellence.

The Core Values Statements

We care about our customers.

We respect customers' well-being, opinions, feelings, diversity, and feedback and show courtesy to every customer we come in contact with.

We value honesty, integrity and leadership in all members.

With respect for the chain of command, we value high ethical standards, personal and professional accountability, and responsible decision making at all levels of the organization.

We appreciate each other's dedication, competency, and positive attitude.

We value each member's experience, knowledge, competency, cooperation, dedication, commitment and positive attitude.

We value the time and tools that are necessary to do our jobs effectively.

We know that having well-trained responders with optimally-maintained equipment is the best path to delivering services with maximum safety, effectiveness, and efficiency.

We support individual, family, and District balance.

We recognize the high importance of balancing individual and family needs with the growth and needs of the District.



Focus Area: Fiscal Sustainability

Spokane County Fire District 8 will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The District will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our community. Business practices will be efficient, business friendly and ensure exceptional customer service to the community.

Guiding Principle 1: Implement business processes and operational efficiencies to streamline the cost of services including the examination and identification diverse revenue sources that withstand and adapt to changing economic conditions.

Guiding Principle 2: Implement financial initiatives that proactively recruit, plan, and retain top human resources.

Guiding Principle 3: Implement innovative technology initiatives to support District business processes, customer service and improve the delivery of emergency services and training.

Guiding Principle 4: Sustain, create, and pursue opportunities for collaboration and regional partnerships to maximize resources and address local issues.

Guiding Principle 5: Demonstrate sound business practices through compliance with all legal requirements established by Federal, State and Local authorities.

Action Item	Description	Responsibility	Fiscal Year
Reserve Fund Study	Compare level of reserves based on Industry standards (District vs Industry)	Finance	FY24
Industry Standards	Evaluate all financial policies and practices for consistency with Industry Standards	Finance	FY24
Financial Transparency	Generate budget data quarterly for Fire Board and employees	Finance	FY24

Focus Area: Innovative and High Performing Organization

Spokane County Fire District 8, will provide a working environment and benefits to attract and retain a workforce that is committed to providing outstanding service in the most cost-effective manner to the community. The District's policies and procedures will follow best practices. Our focus will be on creating systems, processes, programs, and an organizational structure that ensures strong and principled leadership. Everyone will foster a mindset of innovation that further empowers employees to make decisions that are legal, ethical, and as safe as possible.

Guiding Principle 1: Establish clear management expectations for all employees and volunteers of the District.

Guiding Principle 2: Develop initiatives and systems to improve communication and transparency for all District employees to promote cooperation and unity of direction.

Guiding Principle 3: Create and maintain a culture of ownership by empowering employees to make decisions and provide input on alternatives. Ensure employees have the necessary intellectual and physical resources to perform their jobs and provide excellent customer service efficiently and effectively.

Guiding Principle 4: Implement programs and develop projects that create a professional, safe, value-oriented, accountable, and responsive work environment with opportunities for education, advancement, and job fulfillment.

Guiding Principle 5: Implement and evaluate opportunities to foster employee engagement in meaningful ways that strengthen internal relationships while celebrating accomplishments.



Focus Area: Innovative and High Performing Organization

Action Item	Description	Responsibility	Fiscal Year
Staffing Study	Conduct staffing study based on current and projected call demand	Operations	FY24
Wellness Program	Evaluate effectiveness of current firefighter Wellness Program and communicate the results	Operations	FY24
Succession Plan	Evaluate, determine, and implement best practices nationally for effective succession plans	Fire Chief	FY24
Compensation and Benefit Analysis	Evaluate current compensation and benefit levels for employee retention and hiring	Human Resources	FY24
Training Needs Assessment	Conduct needs assessment and communicate results for operations	Training	FY24
Company Officer Training Program	Develop CO training program for acting officers (LT, Cpt, DC)	Training	FY25
Establish Peer Support Program	Assess and implement an Industry "best practice" program for member mental health care	Operations	FY24

Focus Area: Community Education and Engagement

Spokane County Fire District 8, will implement programs and projects to create sustainable trusting relationships with the community, which will be cultivated through engagement, outstanding customer service, and clear, accessible communication. We will develop a safe community through pro-active fire prevention, public safety education, and hazard mitigation.

Guiding Principle 1: Create an enhanced connection with neighborhoods and homeowner’s associations across the District through focused outreach, strategic utilization of various communication methods. We should celebrate our accomplishments through focused outreach to the residents.

Guiding Principle 2: Provide multi-generational educational programs and engagement opportunities. Support and create partnerships with public/private organizations and educational institutions to reach our residents.

Guiding Principle 3: Foster and support initiatives and evaluate community policies, programs, and events that promote healthy and quality lifestyles for our diverse community.

Guiding Principle 4: Foster and support initiatives that bring Fire Commissioners together and strengthen their relationship with the Executive Team to foster a sense of cooperation and unity.

Action Item	Description	Responsibility	Fiscal Year
Community Risk Reduction Program Evaluation	Evaluate Risk Reduction program compared to Industry Standards	Pub Ed	FY25
Deliberative Community Engagement	Evaluate use for educating public on current and future financial needs for the District	Fire Chief	FY26
Community Paramedicine Program	Evaluate implementation of Community Paramedicine Program	Operations	FY26

Focus Area: Emergency Response and Customer Services

Spokane County Fire District 8, while ensuring exceptional customer service, will develop and implement practices to manage risk and respond to all-hazards emergencies while providing the trained staff necessary to meet the needs of the organization and the community.

Guiding Principle 1: Identify, evaluate, and implement effective organizational models, strategies, and staffing plans to integrate and enhance service delivery.

Guiding Principle 2: Continuously evaluate Advanced Life Support Emergency Medical Service response times and patient care while continuing to explore innovative models of service delivery.

Guiding Principle 3: Develop, implement, and deliver a comprehensive training plan to address recruitment through advanced firefighter skill development to ensure high levels of employee competency and enhanced customer service.

Guiding Principle 4: Identify and evaluate regional opportunities for service expansion and consolidation in the delivery of all-hazard services.

Action Item	Description	Responsibility	Fiscal Year
Regional Fire Collaboration	Evaluate potentials for coordinating support and operational services	Fire Chief	FY25
Reevaluate Auto-Aid Agreements	Review/Evaluate current agreements to determine any potential changes	Fire Chief/ Operations	Annually
Evaluate EMS Program Staff Position	Evaluate feasibility of a staff level EMS Position	Fire Chief	FY24

Focus Area: Asset Resource Management

Spokane County Fire District 8 will maintain quality equipment, apparatus, facilities, and technology to meet the mission of the District, needs of the community; and that have a proven track record of “best practice” effectiveness. Ensure equipment, apparatus and technology are scaled to the community’s current and future needs.

Guiding Principle 1: Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current apparatus and facilities.

Guiding Principle 2: Identify programs, technologies, or resources to complement current operational practices that ensure the sustainability of existing equipment, apparatus, and facilities.

Guiding Principle 3: Establish long-term planning, prioritization and investment strategies for future facilities that improve the quality of life for the community while being financially sustainable.

Guiding Principle 4: Establish long-term planning, prioritization and investment strategies for future capital asset replacement that is financially sustainable.

Action Item	Description	Responsibility	Fiscal Year
Facilities Analysis	Evaluate current facilities, prioritize projects, and develop funding plan for future upgrades	Support Services	FY24
Apparatus Replacement Plan	Update the apparatus replacement plan based on industry best practices	Support Services	FY25
Maintenance Division SWOT	Conduct a Strengths, Weaknesses, Opportunities and Threat analysis on Maintenance	Support Services	FY23/24