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# STRATEGIC PLAN

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2017-2021

MARCH 18, 2017  
LACEY FIRE DISTRICT 3

# Citizens and Services

## ***Incident Preparedness and Response***

**Goal 1:** To continually evaluate the potential risks within our community and refine our service delivery model to mitigate those risks

*Objectives:*

- Conduct an annual review of District Standards of Cover to evaluate effectiveness of core incident response activities
- Establish benchmarks by 2018 to define timelines and types for added response resources to meet growing population and resulting increases in incident response demands
- Regularly review existing and potential automatic and mutual aid agreements with partner agencies to maximize resource availability

**Goal 2:** To evaluate the impacts of changes in the healthcare delivery system and modify our medical services to meet the demands and opportunities created.

*Objectives:*

- Add a peak-time basic life support (BLS) response unit to meet our rapidly growing demand for BLS incident responses
- Institute a pilot program by 2017 to evaluate Mobile Integrated Healthcare strategies to better manage patients with non-life threatening conditions
- Collaborate with other healthcare delivery facilities and providers within our community to maximize the efficiencies of our resources
- Evaluate revenue opportunities associated with changes in the healthcare system and adopted delivery model(s)

## ***Public Education and Outreach***

**Goal 1:** To be a primary source of information, education, and training for our community in the areas of public safety, disaster preparedness, fire prevention, and personal health/wellness

*Objectives:*

- Maintain existing efforts to educate community members of all ages through outreach and education activities
- Seek to expand education and outreach activities through the addition of personnel solely dedicated to these areas of emphasis by 2020
- Continually review, evaluate, and refine outreach and education activities to assure relevance and effectiveness

**Goal 2:** To utilize the various media outlets at our disposal to maximize our ability to communicate effectively with our stakeholders

*Objectives:*

- Continue to regularly updated and leverage our social media and website resources to provide timely and relevant information to our community
- Evaluate new media platforms for their value and alignment with our vision for effective mass communication
- Work to maintain positive relationships with representatives of both local and regional media outlets

***Preparedness, Prevention, and Recovery***

***Goal 1:*** To be the leading regional resource for promoting community preparedness, prevention, and recovery efforts related to known risks

***Objectives:***

- Leverage existing communication mediums to enhance broad-ranging messaging related to community preparedness, prevention, and recovery
- Continuously evaluate new methods for enhancing community outreach activities related to this goal

## **Team Members and Partners**

### ***Recruitment and Training***

**Goal 1:** To recruit and train highly qualified and competent team members for every available role within the organization

*Objectives:*

- Maintain existing processes for recruiting and vetting qualified applicants for all available positions
- Establish partnerships with regional military and veterans' organizations to aid in the recruitment of community members with military service backgrounds by 2020
- Review or develop and maintain accurate position descriptions for all agency positions by 2018
- Continually review and refine initial training and evaluation processes to ensure alignment with established job functions

### ***Retention and Development***

**Goal 1:** To maintain a work environment in which every team member receives the necessary training, education, and support to be successful in their role(s)

*Objectives:*

- Continue efforts to provide ongoing and relevant training and education for every position within the organization
- Conduct an annual needs assessment, led by the Training Division, to determine training and education plans for all positions
- Seek to expand staffing model of Training Division to keep pace with growing demands by 2019

### ***Succession Planning and Refinement***

**Goal 1:** To proactively anticipate the future needs for leadership development based on both growth and attrition

*Objectives:*

- Update existing officer development and qualification guidelines and related processes
- Develop a comprehensive officer training and development program

# Facilities and Equipment

## *Maintenance and Utilization*

**Goal 1:** To effectively maintain and utilize the existing capital assets of the District to promote maximum longevity in accordance with industry standards and best practices

*Objectives:*

- Maintain a comprehensive maintenance and repair program in partnership with the Olympia Fire Department for all apparatus
- Continue to proactively fund and conduct facility and equipment maintenance and repair activities

## *Assessment and Planning*

**Goal 1:** To proactively anticipate future facility and equipment needs based on growth, evolving standards, and technology advancements

*Objectives:*

- Update and maintain an Apparatus Acquisition and Replacement Schedule to guide planning activities
- Develop a Capital Facilities and Equipment Plan based on a comprehensive analysis of anticipated needs over the next five years.

## *Major Projects*

**Goal 1:** Seek support from citizens and stakeholders for the implementation of an adopted Capital Facilities and Equipment Plan