

WENATCHEE VALLEY FIRE DEPARTMENT

Strategic Plan 2024-2028



Board of Fire Commissioners

The citizens of each fire district elect three fire commissioners to form a 6-member board that governs the organization. Each commissioner is elected to serve a 6-year term.

Chelan County Fire District 1

Gordon Zimmerman

Cam de Mestre

Phil Dormaier

Douglas County Fire District 2

Shawn Evenhus

Danny Johnson

Dave Fennell, Chair



731 N. Wenatchee Ave.
Wenatchee, WA 98801

Mission Statement

Our mission is to save lives and protect property.

Vision

Our Vision for the Future

1. Create a safe work environment that fosters commitment to all personnel for the successful implementation of the mission.
2. Make decisions based on the best interest of the community and earn the respect of the people we serve.
3. Create and maintain a proactive relationship with other public and private agencies and our peers.
4. Provide services that stay ahead of the changing characteristics of our department.
5. Develop and maintain a high level of proficiency through training.
6. Meet essential community needs with established resources through the effective management of our budget, ensuring that expenditures achieve expected results.
7. Provide an effective equipment and apparatus maintenance program to ensure the dependable delivery of all risk services.

Values

The values adopted by Wenatchee Valley Fire Department are taken from the Wildland Fire Leadership Values and Principles with origins from our Military.

Duty

- Be proficient in your job, both technically and as a leader.
- Make sound and timely decisions.
- Ensure that tasks are understood, supervised, accomplished.
- Develop your subordinates for the future.

Respect

- Know your subordinates and look out for their well-being.
- Keep your subordinates informed.
- Build the team.
- Employ your subordinates in accordance with their capabilities.

Integrity

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.
- Set the example.

Our values and standard operating procedures and guidelines are the basis for our conduct and actions. A value system we can all connect with makes us more effective. We can evaluate our performance and conduct with values.

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Internal Strategic Planning Team

Brian Brett
Fire Chief

Cindy Blaufuss
Administrative Coordinator

Andy Davidson
Operations Chief

Scott White
Assistant Fire Marshal

Pete Rigelman
Union President

Al Torres
Battalion Chief, Training

Brandon Kunz
Captain

Bryson Waller
Firefighter

Blake Larson
Captain

Dustin Armitage
Captain

Bob Magee
Volunteer Association

Jerry Lopez
Firefighter

Bob Johnson
Firefighter

Mark Zielinski
Captain

Billy Turner
Captain

Jay Kapral
Firefighter

External Stakeholders

Shawn Ballard, Ballard Ambulance

Paul Blakney, Eagle Transportation Group

Buell Hawkins, Public at Large

Marc Straub, Douglas County Commissioner

Mike Poirier, Wenatchee Mayor

Aaron Mathison, Stemilt

Lloyd Smith, Ambercrest HOA

Rosa Pulido, Wenatchee Downtown Association

Danielle Martin, Building North Central Washington

Dave Bernstein, KPQ

Matt Charlton, Eastmont School District

Mark Spurgeon, Chelan Douglas Regional Port Authority

Tim Scott, Douglas County Sheriff's Office

Edgar Reinfeld, Wenatchee Police Department

Steve Wilkerson, Wenatchee Chamber of Commerce

Rich Magnussen, Chelan County Sheriff's Office

Jerrilea Crawford, East Wenatchee Mayor

Julie Norton, Wenatchee School District

Tess Hutchinson, North Central Washington Association of Realtors

Eric Hampton, East Wenatchee Police Department

Heather Mauseth, Douglas County Land Services

Chief's Message



The Wenatchee Valley Fire Department is pleased to present our 2024-2028 Strategic Plan. The strategic plan delineates our mission, vision and values. The plan also identifies our strengths, limitations, opportunities and challenges.

The success of the Wenatchee Valley Fire Department begins with the support of the citizens, followed by the vision of the fire commissioners and execution by department team members. We aspire to deliver the highest level of service while providing for the safety, health and wellness of our team members.

Input for the strategic plan was gained from a cross-section of community members as well as WVFD uniform and nonuniform members. Their input provided the framework for the department's future for the next five years. The strategic plan identifies seven focus areas that will move forward the department's core services and programs and set a path for continuous improvement for the period of the strategic plan and beyond. Key to accomplishing the goals and objectives of each focus area is the implementation plan described later in this document. We are committed to executing the strategic plan and keeping it a living and visible document. It is also designed to be dynamic; to pivot with unexpected challenges that may occur.

A major challenge we are confronted with today is a dramatic increase in the number of calls for service in both volume and complexity. An increase in staff, equipment and training will be needed to meet the service expectations of our public.

As we execute this plan, we do so with fiscal responsibility and efficiency. Return on investment is an important factor in our strategy. The applicable utilization of data and technology as well as existing and new partnerships will play key roles in accomplishing the delivery of services in an efficient and effective manner over the next five years.

On behalf of the WVFD Board of Commissioners, I would like to acknowledge and thank our community members who contributed to the development of the plan as well as our team members who collaborated to produce the final document.

We extend and invite all members of the communities we serve, along with our partner agencies, to join us in supporting this vision for the future of the Wenatchee Valley Fire Department.

Sincerely,

Brian Brett
Fire Chief

WVFD History

Chelan County Fire District 1 was incorporated in June, 1943, and operates under the laws of the state of Washington applicable to fire protection districts. Chelan County Fire District 1 is a special purpose district providing fire suppression and emergency medical services.

In 2015 the voters in Chelan County Fire District 1 and the city of Wenatchee separately approved the city's annexation into the fire district; the annexation became effective at the end of July, 2015. The annexation greatly increased the number of citizens served by the fire district and the calls for service. The number of personnel, assessed property values, revenue and total annual budget also increased greatly as a result of the annexation of the city.

Douglas County Fire District 2 was incorporated in 1942 and operates under the laws of the state of Washington applicable to a fire district. The district is a special purpose local government and provides fire prevention services, fire suppression services, emergency medical services and protection of life and property to the general public.

At a special meeting on April 26, 2022, the Chelan County Fire District 1 and Douglas County Fire District 2 Fire Commissioners approved a joint resolution to formally adopt the Regional Fire Authority Plan for the Wenatchee Valley Fire Department and requested Proposition 1 be placed on the August 2, 2022, ballot. Proposition 1 proposed the creation of a Regional Fire Authority, the Wenatchee Valley Fire Department. Proposition 1 was approved by the voters and the transition to the Wenatchee Valley Fire Department became effective September 30, 2022.

The process leading to the Regional Fire Authority (RFA) began in March 2021, when the two fire districts entered into an interlocal agreement for fire chief services and began to explore the feasibility of an RFA. The interlocal agreement was amended several times in 2021 to include more personnel and shared facilities.

Voter approval on August 2, 2022, officially merged Chelan County Fire District 1 and Douglas County Fire District 2, to create the Wenatchee Valley Fire Department, effective September 30, 2022, to provide fire protection and emergency medical services. Per the RFA Plan, the fire districts will continue to exist for the purpose of electing three fire commissioners from each fire district to serve as the board of the RFA. All assets and liabilities belonging to Chelan County Fire District 1 and Douglas County Fire District 2 were transferred to the newly formed Regional Fire Authority.



Our Community is Growing

The Wenatchee Valley is one of the fastest growing regions in the state of Washington. With the Columbia River running through the valley, the nearby Cascade Mountains, abundant recreational opportunities, a business-friendly environment and over 300 sunny days a year, it's not hard to understand why the area is experiencing strong growth. The area's population is expected to grow by approximately 5% by 2030.



The City of Wenatchee in partnership with the Port of Chelan County and Chelan County has created three opportunity zones.¹ Douglas County has also created an opportunity zone. These opportunity zones likely will contribute to an increase in responses to new facilities within the zones and the associated increase in population due to new employment opportunities.

Growth in Wenatchee Valley will specifically bring an increased risk in the wildland urban interface (WUI) as development continues in this area. An increase in prevention efforts and the maintenance and enhancement of suppression resources will be especially important.

Continued growth within WVFD and its associated effect on service delivery demands will be a significant challenge for the department to maintain and improve services to the community. Three of the seven focus areas identified in this strategic plan contain goals that are directly related to the growth in the service area. In addition, growth was one of the key impact factors that was considered in the development of all goals and objectives in this strategic plan.

One of the primary methods identified in the strategic plan process to manage the expected growth in service delivery is to go through the accreditation process by the Commission on Fire Accreditation International. The process includes a planning category that requires a fire department to consider a number of factors that affect service delivery. Goal 7A in this strategic plan includes objectives to achieve accreditation status.

¹Opportunity zones as defined by the Washington Department of Commerce are special designation areas that offer federal tax breaks to encourage development and job creation.

Why Accreditation?

To provide a comprehensive assessment and evaluation of current services, as well as to help recognize future needed services, WVFD has identified the Commission on Fire Accreditation International's (CFAI) accreditation process as a method to accomplish this. The intent of the accreditation process would be to provide a path for continuous improvement and a business plan for the future.



CFAI accreditation differs significantly from the Washington Surveying and Rating Bureau (WSRB) that issues a community protection class – from 1 (best) to 10 (worst) – for a community's fire risk. The rating process is limited to fire risk and does not cover non-fire risks such as emergency medical services. The accreditation process not only takes into account the fire risk, but all non-fire risks the department is responsible for mitigating in the community. The process also includes assessment and evaluation of support functions necessary to operate the fire department such as governance and administration, financial resources, human relations and physical resources. A total of 11 categories that cover the entire operation of the fire department are assessed and evaluated.

Accredited fire agencies can be described as being community oriented, data driven and outcome focused. They exemplify organizations that are strategic minded, well organized and properly equipped, staffed and trained.

Achieving accreditation involves:

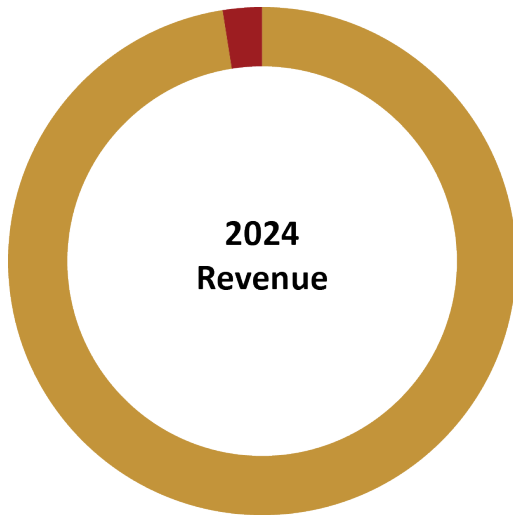
- Developing a strategic plan. (This strategic plan meets the accreditation requirement.)
- Developing a comprehensive community risk assessment and standards of cover.
- Conducting a comprehensive self-assessment and evaluation to examine past, current and future service levels, all the while comparing them to industry best practices. The self-assessment and evaluation includes responding to approximately 250 performance indicators.

Following submittal of these documents to the CFAI, a peer assessment team examines the documents and conducts an on-site assessment to validate and verify the reviewed documents. The final step is a public hearing before the commission to determine accreditation status. A final accreditation report includes recommendations for improvement beyond what an organization may have previously identified. CFAI accreditation is valid for five years.

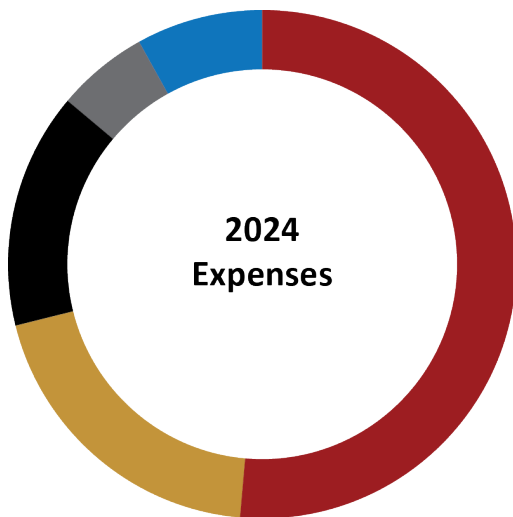
More information on the accreditation process can be accessed using the QR code.



WVFD Revenue & Expenses



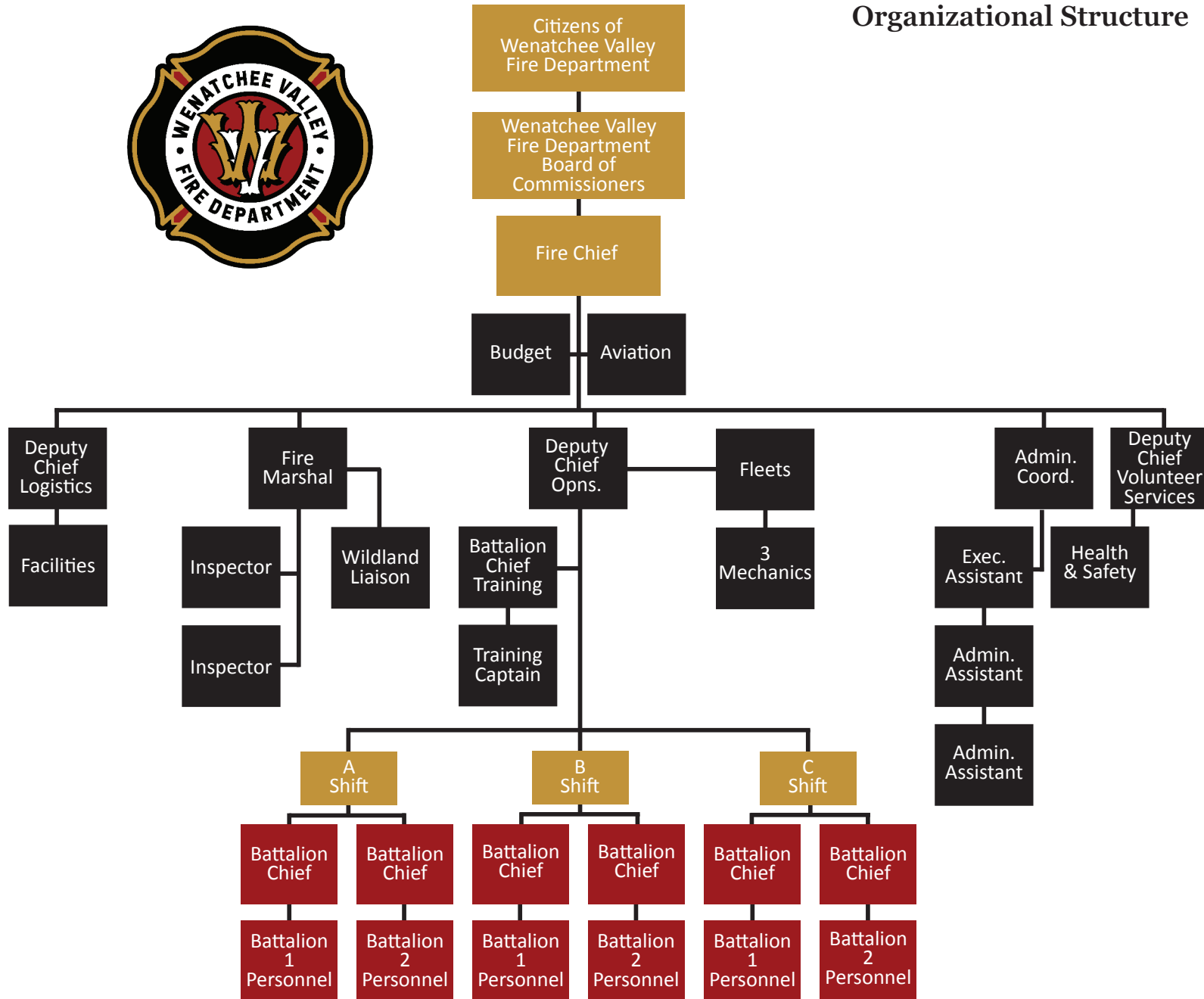
- Property Taxes | \$21,321,676
 - Fire Protection Contracts | \$518,548
- TOTAL: \$22,279,198**



- Salaries/Wages | \$11,014,422
 - Personnel Benefits | \$4,310,601
 - Capital Outlay & Reserves | \$3,317,804
 - Services | \$1,741,929
 - Supplies | \$1,382,264
- TOTAL: \$21,067,019**
Balance: \$512,179

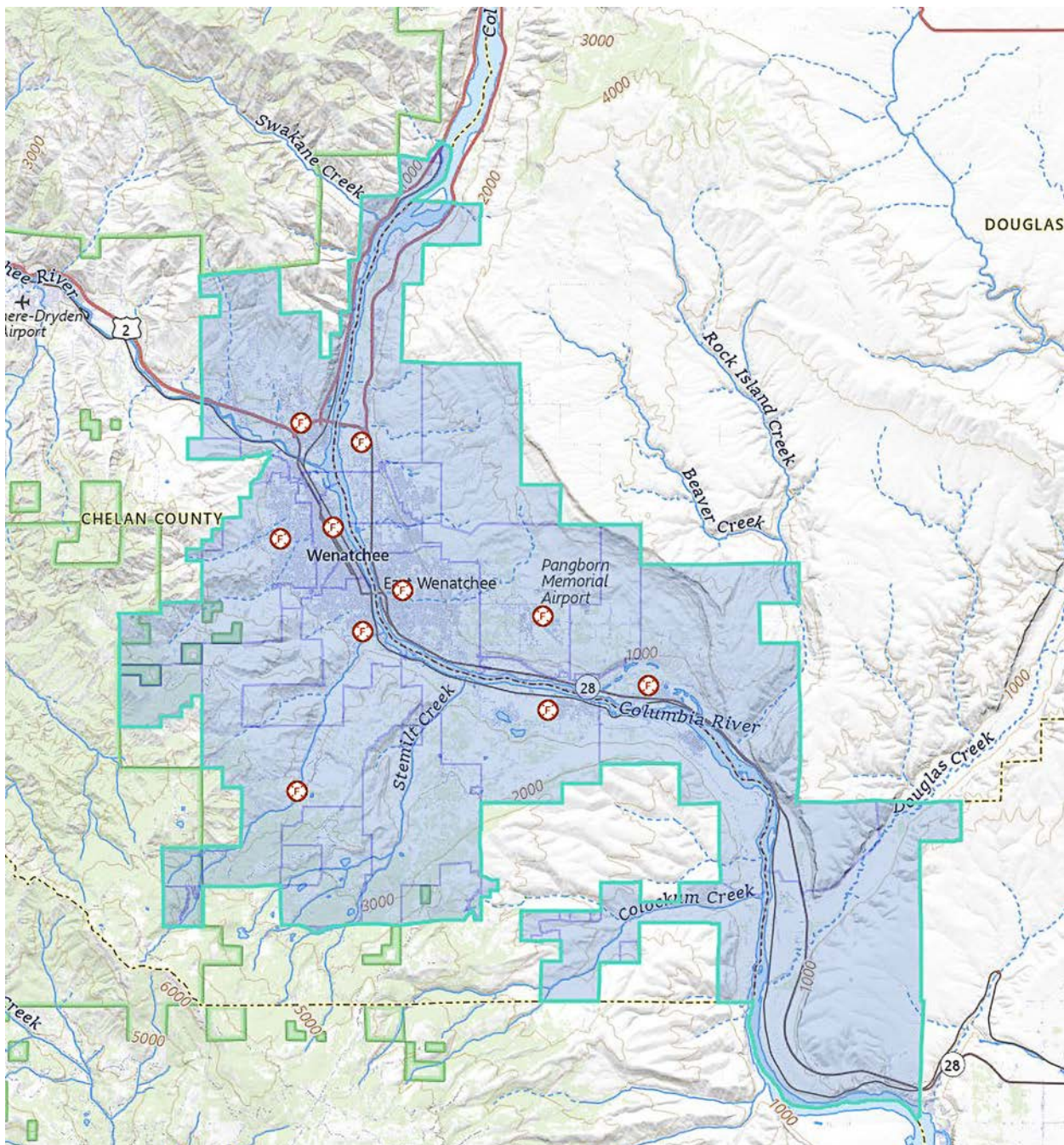


Organizational Structure



Service Area Map




The Wenatchee Valley Fire Department is a fire authority providing fire and life safety services to 81,000 people over 211 square miles in the Wenatchee Valley. Fire hydrants cover 21% of the service area. WVFD was established in 2022 when voters approved combining Chelan County Fire District 1 and Douglas County Fire District 2 into the Wenatchee Valley Fire Department. WVFD serves Colockum, East Wenatchee, Malaga, Rock Island, Squilchuck Valley, Stemilt Basin, Sunnyslope, Trinidad area of Crescent Bar, Wenatchee Heights and Wenatchee #1 and #2 Canyon.



Service Delivery Programs

- Fire Suppression
- Emergency Medical Services – Basic Life Support
- Hazardous Materials Response
- Fire Inspections
- Public Education
- Fire Investigation
- Fire Hydrant Inspections
- Pre-Fire Planning
- Low and High-Angle Rescue
- Water Rescue

Service Area Land Use

Residential 	24%
Commercial 	5%
Agricultural/Open Space 	71%

Call Types & Volume (2023)

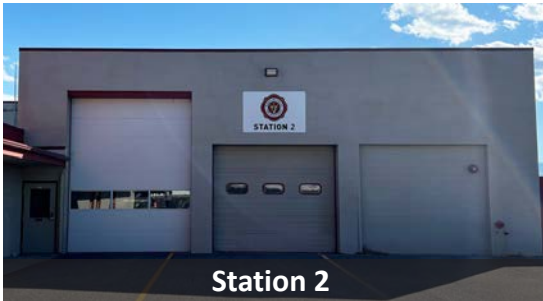
Call Type	Volume	Percentage
Rescue/EMS	3750	66.7
Good Intent	665	11.8
False Alarm/False Call	492	8.8
Service Call	322	5.7
Fire	264	4.7
Hazardous Condition (no fire)	103	1.8
Overpressure, Rupture, Explosion	13	0.2
Special Incident	12	0.2
TOTAL	5621	100

Stations/Personnel



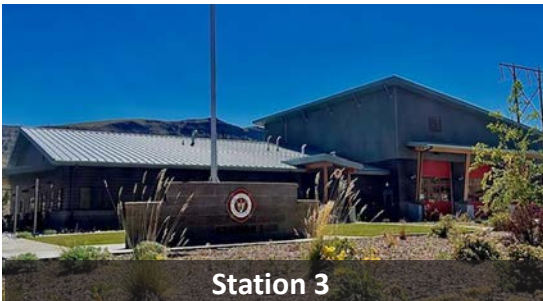
377 Eastmont Avenue, East Wenatchee

1 Engine Company (2 FFs)
Battalion Chief (1)
Facilities Technician



200 Airport Way, East Wenatchee
(Pangborn Airport)

Volunteer ARFF Staffing



301 Rock Island Road, Rock Island

1 Engine Company (2 FFs)



240 35th Street NW, East Wenatchee

1 Ladder Company (3 FFs)



731 North Wenatchee Avenue

Fire Chief	Training Battalion Chief
Deputy Chief of Operations	Training Captain
Deputy Chief of Volunteer	Wildfire Liaison
Services & Logistics	Administrative Staff (4)
Fire Marshal	1 Ladder Company (3 FFs)
Assistant Fire Marshal (2)	Battalion Chief

Seven of the ten fire stations are staffed 24 hours a day with a combination of career, volunteer and resident volunteer personnel.

206 Easy Street, Wenatchee

1 Engine Company (2 FFs)



Station 11

408 North Western Avenue, Wenatchee

1 Engine Company (2 FFs)



Station 12

1836 South Mission Street, Wenatchee

1 Engine Company (2 FFs)



Station 13

4852 Squilchuck Road, Wenatchee

Volunteer Staffing



Station 14

3760 West Malaga Road, Malaga

Volunteer Staffing
Mechanics (3)

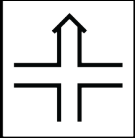


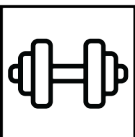

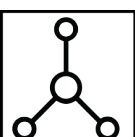




Station 17

Planning Approach

Strategic planning is a systematic, formal process that is used to set priorities and focus energy and resources to ensure that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results. It also assesses and adjusts the organization's direction in response to a changing environment and the community's needs.

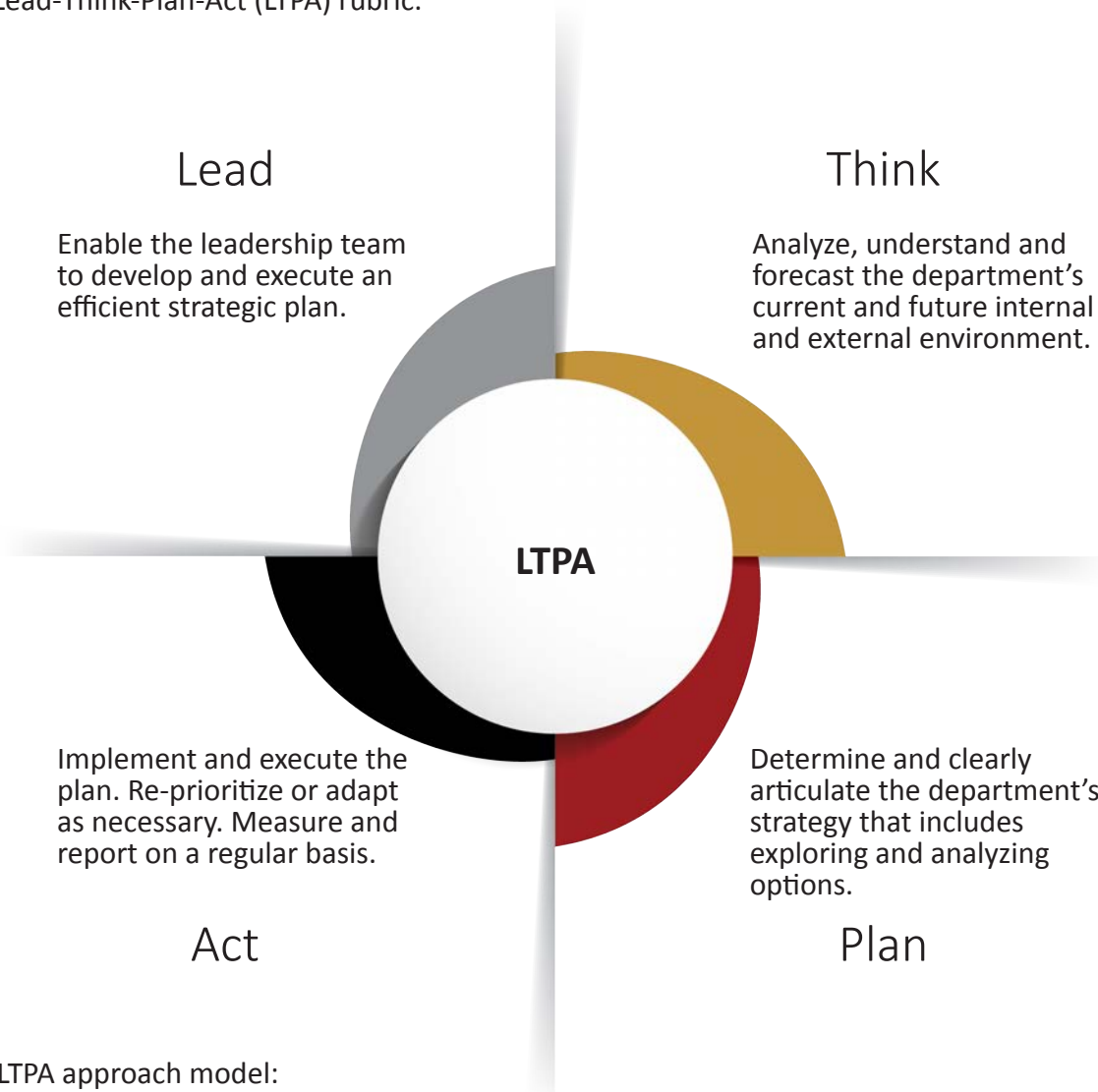
WHEN DONE EFFECTIVELY, STRATEGIC PLANNING:

	Provides direction for where the department is going and how it will get there.
	Facilitates a process that results in the best allocation of resources that provides the most benefit for the community.
	Provides an opportunity to question the status quo.
	Identifies the department's potential through identification of its strengths and weaknesses.
	Develops a coherent and defensible basis for decision-making resulting in a shared vision that is mission and values based.
	Creates a participatory process in which all department members take on shared ownership of the plan.
	Ensures accountability to the community and is based on credible data.
	Provides direction and prioritization for annual budget development and short-range operational plans.

Lead, Think, Plan, Act

Wenatchee Valley Fire Department has chosen to take a systems approach when developing its strategic plan. The systems approach includes strategic thinking, leading and leadership development, people, technology, processes, change management, effective communication, inclusion and transparency, internal and external stakeholder input and organizational culture.

Feedback loops are incorporated to promote continuous improvement and learning. A periodic cycle (annually) is established to refresh the system. This approach can be demonstrated using the Lead-Think-Plan-Act (LTPA) rubric.²



The LTPA approach model:

- Promotes a strategic culture that results in continuous improvement
- Reinforces the department's mission
- Promotes communication throughout the department
- Integrates risk management throughout the process

²Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.

Internal Stakeholder Process

Key to the success of a strategic plan is the development of an internal stakeholder team. A strategic planning team was formed that represented all areas of Wenatchee Valley Fire Department, including labor. Members of the team are listed on page 4 of this document. The team met six times – March through May 2024 – to help steer the direction of the department over the next five years. They were responsible for collecting input from coworkers and direct report personnel, and then sharing their ideas and suggestions during strategic plan meetings. As the team began the process, a set of guiding principles emerged to help direct the identification of strategic focus areas and associated goals and objectives.

- Align with the mission, vision and values.
- Create a sense of direction and unity.
- Member health and safety is always a priority.
- Keep the plan at a strategic level vs. operational level.
- The plan will focus on community and internal expectations.
- The plan will inform, inspire and engage members of WVFD.

External Stakeholder Process

Key to the community-based approach to strategic planning is understanding the community's priorities and expectations of their fire department. To accomplish this, in March 2024 Wenatchee Valley Fire Department hosted two external stakeholder workshops that included participants representing a cross section of the community. A full list of the participants is included on page 5 of this document. An information overview of WVFD was presented to the participants that included:

- Review of emergency and nonemergency services provided
- Funding sources for WVFD
- Call type and volume data
- Current challenges WVFD faces
- Question and answer session

Following the information overview presentation, attendees were asked to give their input regarding what they foresee as strategic issues for WVFD in the next three years. At the end of each workshop, the participants completed a Likert rating scale survey that focused on their expectations of WVFD and programs the department currently provides. The survey results are presented on the next page.

External Stakeholder Survey

Ranking of Expectations

Question	Avg. Score
Ensuring for maximum safety of firefighters.	4.6
Adequate staffing, apparatus and equipment for emergency response.	4.3
Maintaining current emergency services levels.	4.2
Expedient response time to emergencies.	4.1 (tie)
Professionalism of WVFD personnel.	4.1 (tie)
Ensuring a high level of competency/training of WVFD personnel.	4.1 (tie)
Maintaining a comprehensive community risk reduction program that includes public education, new construction plan review and fire code inspections of commercial occupancies.	3.9
Providing training, time and equipment for adequate physical conditioning of firefighters.	3.6
Improving current emergency service levels.	3.4

Scale: 2-3.4 = Medium Expectation, 3.5-4.4 = High Expectation, 4.5-5.0 = Essential Expectation

Ranking of Programs

Program	Avg. Score
Wildland fire prevention and mitigation.	4.3
Fire/emergency medical services.	4.1 (tie)
Domestic preparedness and planning; large-scale natural or human-caused disasters.	4.1 (tie)
Special operations; hazardous materials emergencies and technical rescue.	4.1 (tie)
Fire prevention programs such as new construction plan review and code enforcement.	3.8
Public education and community outreach programs such as CPR and fire prevention classes.	3.6
Community involvement and presence at schools, fairs, neighborhood activities, etc.	3.3 (tie)
Fire investigation.	3.3 (tie)
Smoke/CO detector battery change service.	3.0

Scale: 2.6-3.4 = Moderate Value, 3.5-4.4 = High Value, 4.5-5.0 = Essential Value

As part of the plan development process, the strategic plan team conducted a SLOC (strengths, limitations, opportunities and challenges) analysis. The strengths and limitations were considered from an internal aspect; the opportunities and challenges from an external aspect. A SLOC analysis offers the opportunity for an organization to holistically and realistically appraise its current status and provides a mechanism for identifying strategic focus areas from which goals and objectives can be developed.

Strengths

- People
- Facilities
- Admin/leadership
- Community support
- Equipment/apparatus
- Customer service
- Training opportunities
- Career opportunities
- Cooperator relations
- Helicopter program

Limitations

- Staffing
- Revenue restraints
- Community tax saturation
- Resident Program
- Marketing
- Internal and external communication
- Community outreach
- Social media presence
- Organizational knowledge of policies/procedures
- Administrative staff workload
- Lack of administrative resources, e.g. geographical informational system (GIS) resources
- Pre-fire plans
- Performance evaluations
- Differing organizational culture histories



O pportunities

- Funding, e.g. Fire Benefit Charge, grants, levy
- Participation in legislative process
- Seek out new public/private partnerships that improve service delivery and efficiency
- Optimize the volunteer and resident program
- Inform the public of the full range of service deliveries – proactive and reactive – that WVFD provides
- Implement technology that benefits the WVFD community

C hallenges

- Growth
- Health & Wellness
- Wildland urban interface risk
- WVFD facility infrastructure
- Staying up with current technology
- Succession planning

Strategic Focus Areas

Sustainability of Revenue

Long-term financial stability and sustainability is foundational to providing the high level of services the communities have come to expect from WVFD. The ongoing strong growth of the area is expected to present an additional challenge to maintaining adequate revenue for current and improved levels of service.

Organizational Culture

Continued commitment to the department's values is a mark of a high-performing organization. Commitment to these values results in a strong organizational culture that fosters community and member trust and inclusivity which, in turn results in a workplace environment that maximizes opportunity to fulfill the department's mission.

Health, Wellness and Safety

During the external and internal stakeholder workshops, health, wellness and safety were identified as high priorities for WVFD. It is WVFD's intent to provide a strong health, wellness and safety program for all its members to enable them to be mentally and physically fit to perform their job each day and have a long and healthy retirement following their service to their community.

External and Internal Communication

Frequent, concise and relevant internal and external communication creates trust with department members as well as the community. A strategic, targeted approach to communication is an effective way to ensure this is accomplished.

Staffing, Recruitment and Retention

The selection and retention of high-quality, value-centered personnel is essential to WVFD's mission. As the community's service delivery demand grows, effective recruitment and retention along with additional staffing will be essential.

Community Risk Reduction

A community risk reduction (CRR) plan allows WVFD to focus proactive approaches to all risks through the process of detailed community risk assessment. Besides saving lives and property, an effective CRR helps reduce emergency call volume that results in higher reliability of the closest, most appropriate unit(s) available to respond to an emergency.

Accreditation

Organizational development is key to continuous improvement. The accreditation process provides WVFD with a holistic, systematic approach to this. With the continued strong growth WVFD will be experiencing during the period of the strategic plan, the accreditation process will ensure WVFD continues to be community focused, data driven and outcome focused.

Goals & Objectives

Goals are outcome-based, broad statements that define what WVFD is trying to accomplish, both programmatically and organizationally within each focus area.

In contrast, objectives are specific actions or steps that are taken to achieve a goal. Objectives should be SMART – specific, measurable, attainable, relevant and time-bound.



The strategic plan team considered several key factors during the development of each goal and objective in order to ensure compliant and forward-looking goals and objectives.



Strategic Focus Area 1 | Sustainability of Revenue

Long-term financial stability and sustainability is foundational to providing the high level of services the communities have come to expect from WVFD. The ongoing strong growth of the area is expected to present an additional challenge to maintaining adequate revenue for current and improved levels of service.

Goal	Objective	Start	Complete
<p>1A - Ensure a continued revenue stream that supports the current performance levels of emergency/non-emergency services.</p> <p>Leader: Fire Chief</p>	1A.1 - Explore other revenue sources such as increasing plan review fees, new construction inspection fees, etc.	3rd qtr. 2026	4th qtr. 2027
	1A.2 - Explore a new impact fee structure.	3rd qtr. 2026	4th qtr. 2027
	1A.3 - Ensure the external stakeholder communication plan has a program that concentrates on informing the public the value of their fire department.	4th qtr. 2025	1st qtr. 2026
	1A.4 - Develop a multi-year budget plan to anticipate needed additional revenue.	3rd qtr. 2024	3rd qtr. 2025 Updated annually
	1A.5 - Continue to seek out cost efficiencies at all division levels.	3rd qtr. 2024	Updated annually

Strategic Focus Area 2 | Organizational Culture

Continued commitment to the department’s values is a mark of a high performing organization. Commitment to these values results in a strong organizational culture that fosters community and member trust and inclusivity which, in turn results in a workplace environment that maximizes opportunity to fulfill the department’s mission.

Goal	Objective	Start	Complete
2A - Evolve the WVFD culture to reinforce our values. Leader: Fire Chief	2A.1 - Continue to review annually and deliver leadership training to all team members that describes the desired culture at WVFD.	Underway	Ongoing
	2A.2 - Enhance trust, work environment and accountability in the WVFD team and our community.	Underway	Ongoing
	2A.3 - Improve communication to ensure team members understand and fulfill the expectations of the culture.	Underway	Ongoing
	2A.4 - Strive to ensure that our influence, actions and behavior are positive and reflective of our core values.	Underway	Ongoing

Strategic Focus Area 3 | Health, Wellness and Safety

During the external and internal stakeholder workshops, health, wellness and safety were identified as high priorities for WVFD. It is WVFD’s intent to provide a strong health, wellness and safety program for all its members to enable them to be mentally and physically fit to perform their job each day and have a long and healthy retirement following their service to their community.

Goal	Objective	Start	Complete
3A - Consolidate current behavioral health programs and practices into a single comprehensive program that incorporates best practices. Leader: Health Safety Officer	3A.1 - Identify current behavioral health programs in place and determine the gap that exists from desired best practices.	3rd qtr. 2024	4th qtr. 2025
	3A.2 - Develop a plan to close the gap identified in 3A.1.	1st qtr. 2026	4th qtr. 2026
	3A.3 - Develop and practice a sleep health program that includes education and assessment for sleep disorders for WVFD shift members.	1st qtr. 2027	4th qtr. 2027



Goal	Objective	Start	Complete
<p>3B - Enhance and formalize the health, wellness and safety program so that it meets the needs of WVFD.</p> <p>Leader: Health Safety Officer</p>	<p>3B.1 - Using a measurement tool such as the NFPA 1500 Annex B Worksheet, perform a gap analysis of WVFD current health/safety practices and programs.</p>	<p>4th qtr. 2024</p>	<p>1st qtr. 2026</p>
	<p>3B.2 - Develop a priority list of health/safety opportunities as they are identified in the gap analysis process.</p>	<p>4th qtr. 2024</p>	<p>1st qtr. 2026</p>
	<p>3B.3 - Review the current health, wellness and safety SOPs for updating and possible enhancement.</p>	<p>3rd qtr. 2024</p>	<p>1st qtr. 2026</p>
	<p>3B.4 - Ensure the internal stakeholder communications plan includes a health/safety platform to disseminate information and receive feedback from all WVFD members.</p>	<p>3rd qtr. 2024</p>	<p>1st qtr. 2026</p>
	<p>3B.5 - Develop an annual appraisal process for the health, wellness and safety program.</p>	<p>1st qtr. 2025</p>	<p>Annually</p>
	<p>3B.6 - Review and possibly enhance the current medical evaluation process for combat firefighters, including alignment with NFPA 1582 and other best practices.</p>	<p>1st qtr. 2026</p>	<p>4th qtr. 2026</p>
	<p>3B.7 - Review and possibly enhance the current physical fitness evaluation process for combat firefighters including alignment with NFPA 1583 and the Wellness Fitness Evaluation, 4th edition.</p>	<p>1st qtr. 2026</p>	<p>4th qtr. 2026</p>

Strategic Focus Area 4 | External and Internal Communication

Frequent, concise and relevant internal and external communication creates trust with department members as well as the community. A strategic, targeted approach to communication is an effective way to ensure this is accomplished.

Goal	Objective	Start	Complete
<p>4A - Develop a strategy for effectively communicating with our community.</p> <p>Leader – DC Logistics</p>	4A.1 - Determine the needed key touchpoints that the community shares with WVFD including community risk reduction efforts, recruitments, service performance data and other pertinent information.	1st qtr. 2025	4th qtr. 2025
	4A.2 - Identify resources (customer relationship management software, video production, newsletter software, etc.) and communication tools (social media, web pages, reports etc.) required.	1st qtr. 2025	4th qtr. 2025
	4A.3 - Finalize audience touchpoints, messaging and tools along with resources needed, frequency of contact, metrics to be monitored and expected costs into an external stakeholder communication plan.	4th qtr. 2025	1st qtr. 2026
	4A.4 - Implement the external communication plan.	2nd qtr. 2026	Ongoing
	4A.5 - Regularly review metrics and solicit feedback from community members to fine tune and adjust the communication plan.	1st qtr. 2027	Review Annually

Goal	Objective	Start	Complete
<p>4B - Improve internal communications for relevant and timely dissemination throughout the department.</p> <p>Leader – Operations Chief</p>	4B.1 - Survey employees to determine perspectives on current internal communications that includes the favored method(s) of communication.	3rd qtr. 2024	4th qtr. 2024
	4B.2 - Identify current communication gaps and determine methods to bridge the gaps (resources, software, etc.).	3rd qtr. 2024	4th qtr. 2025
	4B.3 - Develop and implement an internal communication plan that includes addressing the gaps identified in Objective 4B.2. The plan should include the basics of a communication plan including who/how/what/when components as well as metrics to be monitored to aid in measuring the effectiveness of the plan.	3rd qtr. 2024	1st qtr. 2026
	4B.4 - Regularly review the measurement metrics and solicit feedback from employees to fine tune and adjust the communication plan.	1st qtr. 2027	Review Annually



Strategic Focus Area 5 | Staffing, Recruitment and Retention

The selection and retention of high-quality, value-centered personnel is essential to WVFD’s mission. As the community’s service delivery demand grows, effective recruitment and retention along with additional staffing will be essential.

Goal	Objective	Start	Complete
5A - Identify and secure required staffing for the period of the strategic plan. Leader – Fire Chief	5A.1 - Research anticipated service demand for the period of the strategic plan.	3rd qtr. 2024	Ongoing*
	5A.2 - Based on the first objective, develop a uniform/support staff staffing plan that fulfills the anticipated delivery of emergency/nonemergency services.	Under-way	Ongoing*
	5A.3 - Identify and develop job descriptions for the anticipated new positions that may be filled during the period of the strategic plan.	Under-way	Ongoing*
	5A.4 - Develop an organizational chart that reflects the staffing plan as it evolves during the period of the strategic plan.	Under-way	Ongoing*
5B - Recruit qualified personnel who share the values of WVFD. Leader - Fire Chief	5B.1 - Develop a volunteer member recruitment program that includes a path for volunteers that desire to become full-time members.	1st qtr. 2025	4th qtr. 2025
	5B.2 - Review and enhance as necessary the current full-time firefighter recruitment program.	1st qtr. 2025	4th qtr. 2025

*Objective will be reviewed and updated during each budget cycle.

Goal	Objective	Start	Complete
(Cont.) 5B - Recruit qualified personnel who share the values of WVFD. Leader - Fire Chief	5B.3 - Review and enhance as necessary the current recruitment process for the existing support personnel positions.	1st qtr. 2026	4th qtr. 2026
	5B.4 - Develop job descriptions and recruitment programs for the anticipated new support positions that will occur during the period of the strategic plan.	1st qtr. 2026	Ongoing
5C - Retain WVFD personnel who are meeting performance objectives. Leader – Fire Chief	5C.1 - Foster a culture that results in trust, respect and an enjoyable work environment (see Goal 2A).	Underway	Continuous
	5C.2 - Increase personnel development opportunities to help employees reach their employment goals.	Underway	Continuous
	5C.3 - Continue to evaluate strategies to maintain competitive compensation.	Underway	Continuous



Strategic Focus Area 6 | Community Risk Reduction

A community risk reduction (CRR) plan allows WVFD to focus proactive approaches to all risks through the process of detailed community risk assessment. Besides saving lives and property, an effective CRR helps reduce emergency call volume that results in higher reliability of the closest, most appropriate unit(s) available to respond to an emergency.

Goal	Objective	Start	Complete
6A - Create and implement a sustainable and effective community risk reduction (CRR) plan that is reviewed and updated on a regular basis. Leader - DC/Fire Marshal	6A.1 - Determine the method/consensus standard to be utilized for the development of the community risk reduction plan.	3rd qtr. 2024	4th qtr. 2024
	6A.2 - Upon completion of Objective 6A.1, complete a community risk assessment.	3rd qtr. 2024	4th qtr. 2025
	6A.3 - Following completion of Objective 6A.2, develop a CRR plan.	3rd qtr. 2025	4th qtr. 2025
	6A.4 - Prior to implementation, communicate the key elements of CRR plan to WVFD members as applicable to their job description.	3rd qtr. 2027	4th qtr. 2027
	6A.5 - Implement the plan and develop an annual appraisal procedure to measure performance.	1st qtr. 2028	4th qtr. 2028

Strategic Focus Area 7 | Accreditation

Organizational development is key to continuous improvement. The accreditation process provides WVFD with a holistic, systematic approach to this. With the continued strong growth WVFD will be experiencing during the period of the strategic plan, the accreditation process will ensure WVFD continues to be community focused, data driven and outcome focused.

Goal	Objective	Start	Complete
7A - Achieve accreditation status by the Commission on Fire Accreditation International. Leader - DC Logistics	7A.1 - Select an accreditation manager and ensure they receive the appropriate accreditation education and training.	3rd qtr. 2024	4th qtr. 2024
	7A.2 - Develop a standing accreditation team that includes category/criteria managers.	1st qtr. 2025	2nd qtr. 2025
	7A.3 - Develop a community risk assessment/standards of cover.	2nd qtr. 2025	4th qtr. 2026
	7A.4 - Complete the self-assessment manual and apply for applicant status.	3rd qtr. 2025	4th qtr. 2026
	7A.5 - Apply for candidate status.	4th qtr. 2026	4th qtr. 2026
	7A.6 - Achieve accreditation status at a Commission on Fire Accreditation International commission hearing.	August 2027	August 2027

Plan Implementation & Performance

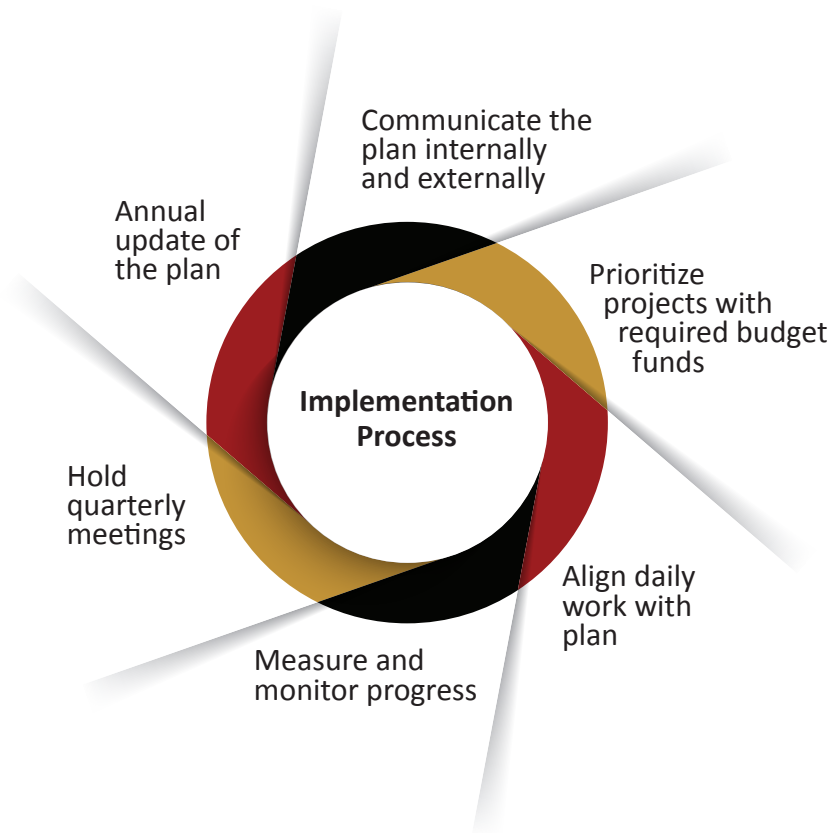
This strategic plan is the result of many hours of work by members of the Wenatchee Valley Fire Department. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

The overall management of the strategic plan is the fire chief's responsibility. The fire chief has identified goal leaders for each of the strategic plan's goals whose responsibility will be to ensure that all objectives for their goals are achieved. Goal leaders, in turn, may develop their own teams to accomplish the associated objectives. The goal leaders will work together to balance human, physical and financial resources as the department moves forward with the plan.

Progress and performance measurement of the plan will be reviewed by the strategic plan team at quarterly meetings. These meetings will cover each of the goals and provide a forum to recognize progress and determine if timelines for any objectives need to be adjusted.

The strategic plan team will perform an annual formal review of the plan and develop an annual report for the previous year that will be submitted to the Board of Fire Commissioners. The review will include a progress assessment of the goals that may result in re-prioritization due to budget concerns and other significant factors that may require an adjustment to the plan. The review and report will be a tool for the fire chief in creating an annual operational plan that follows the strategic plan priorities. This process ensures the strategic plan will be used as the foundation for annual operating budget development, capital improvement plan (CIP) development and equipment and staffing planning.

The ultimate success of the plan will require support from the board, all members of the organization and the community as a whole.



The best way to predict the future is to create it.

–Abraham Lincoln

Strategic Plan Facilitation by

