



**BROWNS POINT / DASH POINT FIRE DEPARTMENT
PIERCE COUNTY FIRE DISTRICT #13**

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STRATEGIC PLAN 2019 – 2023

Focusing efforts to protect the lives, property and environment of our citizens.

August 14, 2018

SUMMARY

The leadership of Pierce County Fire District 13 along with the Fire Commissioners believes in the importance of on-purpose strategic planning process. We have chosen to develop a rolling 5-year plan to affirm our goals and strategies. Each year, this Strategic Plan will be reviewed and updated to reflect new information. The existence and annual update of this Strategic Plan will facilitate the development of annual Work Plans that will delineate the key objectives and tasks to be accomplished.

SUMMARY OF GOALS & STRATEGIES

The Pierce County Fire District 13 Strategic Plan has 4 primary goals. Each will be accomplished through a series of high-level strategies and are supported by specific action steps. In the context of this plan, goals are defined as overarching visionary statements that guide the future direction of the department. The strategies listed beneath each goal provide focus to develop action plans for achieving the goal.

GOAL 1: PLAN FOR THE FUTURE OF OUR ORGANIZATION AND THE COMMUNITIES WE SERVE

GOAL 2: MANAGE COMMUNITY SERVICE THRU OUTREACH PROGRAMS AND COMMUNICATIONS

GOAL 3: EFFECTIVELY MANAGE RESOURCES

GOAL 4: EXPAND OPPORTUNITIES FOR OUR PERSONNEL

STRATEGIES FOR EACH GOAL:

GOAL 1: PLAN FOR THE FUTURE OF OUR ORGANIZATION AND THE COMMUNITIES WE SERVE

- Develop a business plan, five-year Strategic Plan and annual Work Plan
- Review participation in Fire District professional relationships and memberships
- Create a succession plan for key positions.
- Continue to review and assess items we identify for SWOT (Strengths, Weakness, Opportunities, Threats)
- Monitor and participate in district community development projects

GOAL 2: MANAGE COMMUNITY SERVICE THRU OUTREACH PROGRAMS AND COMMUNICATIONS

- Develop and maintain a program to ensure the community is fully informed
- Develop and maintain a plan to increase community knowledge and enhance recruiting efforts
- Offer public education sessions for both children and adults.

GOAL 3: EFFECTIVELY MANAGE RESOURCES

- Continually assess fleet and equipment needs
- Continually assess facilities equipment needs
- Provide oversight and ensure accountability for expenditures and budget

GOAL 4: EXPAND OPPORTUNITIES FOR OUR PERSONNEL

- Continually assess compensation plan
- Continually look for educational opportunities to include financial support
- Explore opportunities and provide mentoring and training for officer development.
- Continue to expand recruiting opportunities

PLAN IMPLEMENTATION

This plan identifies the most significant issues and opportunities facing PCFD13 today and establishes the foundation for the Department's response. Given the changing nature of our operating environment and the organizational need to be flexible and adaptive, adoption of this plan does not mark the end of analysis and decision-making. Rather, it signifies the beginning for the Department to continually assess and evaluate our foundational goals.

The Strategic Plan will lead to the development of an annual Work Plan. The Fire Chief will oversee the implementation of the Work Plan. Key performance measures and timelines will be established to monitor if strategies and action steps are leading us to our desired outcomes. Commissioners will be updated quarterly and stakeholders annually regarding strategic refinements and overall progress towards meeting our goals. The Strategic Plan will highlight areas of concern and will forecast major projects for the future.

FORECASTING MAJOR PROJECTS

1. Replacing existing fire engine
2. Facility needs & assessments