2026–2031 Spokane County Fire District 9

STRATEGIC PLAN

JUNE 2026


FIRE RESCUE
FIRE-RESCUE
93


STATION 92
FIRE & RESCUE
SPOKANE COUNTY
FIRE DISTRICT 9


SCOTT
HOWARTH

ACKNOWLEDGMENTS

AP Triton extends its gratitude to the District's Board of Commissioners and the Strategic Planning Committee for their active involvement in shaping a plan that will guide the District over the next three to five years.

Board of Commissioners

Commissioner Brian Mather, Board Chair

Commissioner Greg Anderson

Commissioner James Bennett

Strategic Planning Committee

Fire Chief Matthew Vinci

Assistant Chief of Administration and Finance Nathan Jeffires

Assistant Chief of Operations Dan Cecil

Assistant Chief of Fire Prevention and Investigation Doug Bleeker

Division Chief of Support Services Fleet and Facilities Doug Strong

Captain/Local 2916 President Matt Von Steuben

Captain Rob Bault

Captain Rian Colt

Captain Dan Fry

Captain Matt Turner

Lieutenant Erik Goblick

Lieutenant Austin Pea

Captain Randy Meck

Captain Don Shearer

Firefighter Chris Inman

Firefighter Brian Spendlove

Allison Sargent – Administration

Jenn Nelson – Administration

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FIRE & RESCUE

CARING FOR YOUR FAMILY, HOME, AND COMMUNITY

May 15, 2026

To our community,

Spokane County Fire District 9 has a long history of providing high-quality emergency service to our community. Since 1948, our mission has been to protect life and property with fire and medical emergency services through effective prevention, response, and education to all who live, work, and visit our service area. Times change, technology changes, and people come and go, but the mission has remained the same.

This strategic plan begins a new chapter in our organization's commitment and dedication to service. Great intentions are important, but a strong strategic plan will help District 9 stay focused on progress that makes a difference to our community. It also creates a stronger alignment between the Fire District and our community.

The longstanding connection between Fire District 9 and its citizens has served us well and will be even more effective as we join forces on the implementation of this strategic plan. We are focused on providing the best possible outcomes to our community whenever we are called to serve.

The Board of Commissioners, Fire District leadership, staff, and our consulting team have all committed themselves to delivering on the goals and objectives set in this plan. On behalf of the Board of Fire Commissioners, we appreciate the work that has gone into the development of this plan and look forward to the next chapter of our Fire District.

Sincerely,

Brian Mather
Chair, Board of Commissioners

SPOKANE COUNTY FIRE DISTRICT 9 · *3801 East Farwell Road · Mead, WA 99021-9605 · Phone 509.466.4602 · scfd9.org*

May 15, 2026

To our stakeholders,

Guided by our core values of respect, accountability, integrity, teamwork, and service, Spokane County Fire District 9 is honored to serve and protect the residents, businesses, and visitors who place their trust in us every day. Twenty-four hours a day, seven days a week, our firefighter-paramedics, firefighter-EMTs, and support personnel stand ready to respond to emergencies of all kinds.

At the heart of our organization is our people. Their professionalism, compassion, training, and commitment define our ability to meet the growing and changing needs of our fire district and remain the foundation of the exceptional service we provide. Whether caring for a medical patient, responding to a motor vehicle collision, extinguishing a structure fire, mitigating hazardous conditions, or assisting during times of crisis, our mission-driven professionals are committed to protecting life, property, and the well-being of those we serve.

With the continued support of our residents and community partners, Spokane County Fire District 9 has developed and maintained an advanced all-hazards response system staffed by highly-trained personnel. Our members have consistently demonstrated resilience and dedication during public health emergencies, natural disasters, and increasing service demands, ensuring our community receives timely, professional, and effective emergency services when you need it most.

This strategic plan represents the culmination of a year-long effort to evaluate our operational needs, assess our critical infrastructure, and identify the resources necessary to ensure that we can continue to deliver the highest quality emergency services. This plan provides a forward-looking framework to guide decision-making, strengthen operational readiness, and position the district to meet evolving and growing community needs for years to come.

This planning process also comes at a historic moment as we prepare to implement the county's first fully staffed fire-based EMS transport service, reflecting on our commitment to improving patient care and enhancing emergency medical response capabilities through an integrated, locally-driven EMS system. As responsible stewards of public resources, we remain committed to thoughtful planning, fiscal responsibility, continuous quality improvement, and our mission of saving lives, protecting property, safeguarding the environment, and caring for our community.

Respectfully,

Matthew Vinci

Matthew Vinci
Fire Chief

Spokane County Fire District 9 • *3801 East Farwell Road • Mead, WA 99021-9605 • Phone 509.466.4602 • Fax 509.466.4698*

International Association of Fire Fighters Local 2916

Professional Firefighters of Spokane County Fire Dist. 9

P.O. Box 18336 Spokane, WA 99228

Matthew Von Steuben	**Riley Anderson**	**Todd Younker**
President	**Vice President**	**Secretary/Treasurer**

June 1, 2026

To the Citizens of Fire Dist. 9, the Board of Fire Commissioners, and Fire Chief Vinci,

On behalf of the members of IAFF Local 2916, I am pleased to offer our official support of the Spokane County Fire District 9 Strategic Plan.

As key stakeholders in the organization and the individuals entrusted with delivering emergency services to our community each day, our members recognize the importance of a clear vision, thoughtful planning, and a commitment to organizational excellence. The Strategic Plan provides a strong framework for the future of Fire District 9 and reflects a shared commitment to serving our citizens with professionalism, innovation, and accountability.

Local 2916 is especially appreciative of the collaborative approach taken throughout the development of this plan. The labor-management relationship that has been forged between Chief Vinci's administrative team and the Local 2916 Executive Board has become one of the District's greatest strengths. Through open communication, mutual respect, and a shared focus on the long-term success of the organization, we have demonstrated that labor and management can work together effectively to address challenges, improve services, and advance the interests of both our employees and the community we serve.

The Strategic Plan reflects many of these collaborative values and establishes a roadmap that supports operational excellence, workforce development, fiscal responsibility, and continued service to the residents of Fire District 9. We are encouraged to see the importance of employee engagement, leadership development, and organizational culture recognized as critical components of the District's future success.

Our members take tremendous pride in serving Spokane County Fire District 9 and the communities that rely on us. We believe this Strategic Plan will serve as a valuable guide for the organization as it continues to grow and adapt to the evolving needs of our citizens. Local 2916 looks forward to continuing our partnership with District leadership to achieve the goals outlined in this plan and ensure Fire District 9 remains a premier fire and emergency services organization.

Respectfully,

Matthew Von Steuben
President, IAFF Local 2916

"To achieve great things, two things are needed: a plan and not quite enough time."

—Leonard Bernstein

EXECUTIVE **SUMMARY**

Strategic Planning Sessions

As part of the strategic planning process, AP Triton facilitated a series of stakeholder engagement sessions on March 20, 21, 23, and 24. These sessions were designed to gather input from both external and internal stakeholders, establish a shared understanding of the value of strategic planning, and begin developing a strategic vision for the organization.

The engagement process included a meeting with members of the business community, as well as a town hall-style community meeting that provided an opportunity for community members and internal stakeholders to share their perspectives.. The discussion included an overview of the purpose and benefits of strategic planning, followed by facilitated input regarding organizational strengths, challenges, service expectations, and future priorities.

Following the community and stakeholder engagement sessions, AP Triton facilitated two additional days of work with the internal planning team. These sessions allowed the team to review stakeholder input, discuss key organizational issues, and begin shaping the strategic direction of the organization. Together, these sessions provided an important foundation for developing a practical and community-informed strategic plan.

Key Strategic Themes

From these discussions, three primary strategic themes emerged:

1. Enhancing Life Safety and Property Protection – How can SCFD9 continue improving efforts to protect lives, property, and the environment with the best possible outcomes before and during emergencies?
2. Meeting Future Service Demands – How will SCFD9 adapt to increasing emergency response needs while maintaining efficiency?
3. Demonstrating Public Value – How can SCFD9 strengthen public education and community outreach, enhance communication, and showcase its value across the fire district?

Strategic Objectives

To address these themes, SCFD9 established ten (10) strategic objectives:

1. Enhancing Emergency Response & Resilience

- 1.1. Improve survivability for victims of fires, hazardous materials releases, entrapments, and other crisis events.
- 1.2. Enhance outcomes for patients experiencing acute medical emergencies.
- 1.3. Strengthen firefighter safety and survival strategies.

2. Strengthening Financial and Operational Sustainability

- 2.1. Reduce financial risk, legal risk, and liability to SCFD9.
- 2.2. Improve efficiency and transparency within the budgeting process.
- 2.3. Prepare the agency for future economic downturns.

3. Increasing Public Awareness and Community Impact

- 3.1. Enhance community engagement and promote a positive agency reputation.
- 3.2. Reduce fire-related damage to allow occupants to remain in their homes or businesses post-incident.
- 3.3. Provide downward pressure on community fire insurance costs.
- 3.4. Expand value-added services beyond traditional 9-1-1 response.

Measuring Success

To ensure accountability and continuous improvement, SCFD9 established **16 outcome measurements and over 80 KPI/Tasks**. These benchmarks will guide operational priorities, drive performance reporting, and ensure SCFD9 continues to meet the needs and expectations of the communities it serves.

Environmental Scan

PURPOSE OF **STRATEGIC PLANNING**

Strategic planning is a structured process that helps an organization assess industry trends, community needs, available resources, and operational capabilities to identify performance gaps. Recognizing these gaps enables the agency to define clear objectives, set achievable goals, and implement critical tasks to enhance performance.

A well-developed strategic plan serves as a roadmap, guiding the agency to allocate resources efficiently, focus on measurable outcomes, and eliminate inefficiencies. Engaging a broad range of stakeholders strengthens the process by building consensus on challenges and solutions. This shared vision fosters collaboration and drives organizational success.

"When performance is measured, performance improves.
When performance is measured and reported back,
the rate of improvement accelerates."

—Pearson's Law

DISTRICT **PROFILE**

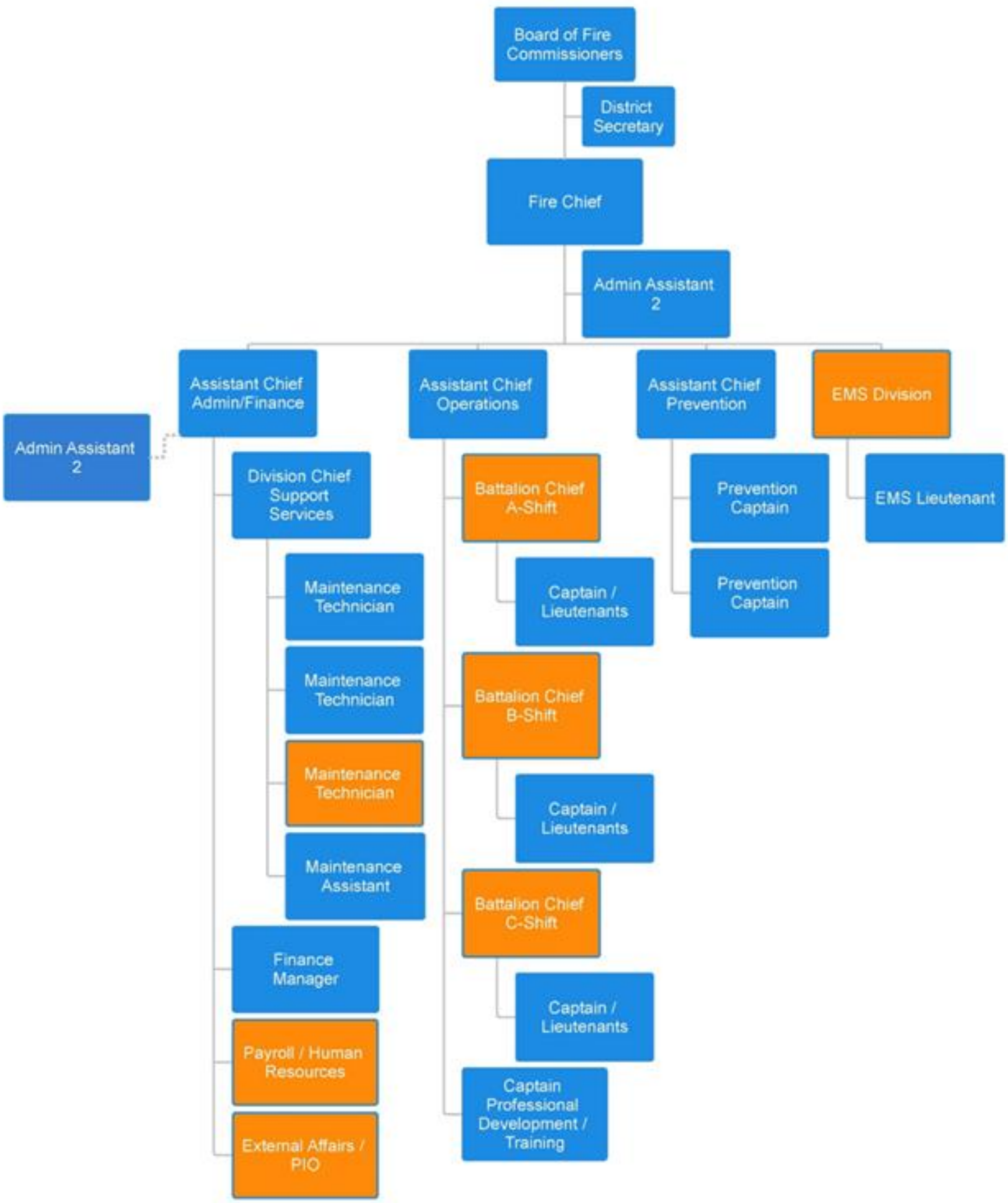
Governance and Authority

Spokane County Fire Protection District 9 (District) is a special purpose district established under Washington State law, governed in accordance with Chapter 52.12 of the Revised Code of Washington (RCW). The District is governed by an elected three-member Board of Fire Commissioners, as provided by RCW 52.14. Commissioners are elected at-large by registered voters residing within the District to six-year terms, with no term limits.

The Board of Commissioners is responsible for legislative oversight of the District, including establishing the type and level of services provided to the community, adopting the annual budget, setting tax levies, and developing policy. The Board selects a Fire Chief who serves as the Chief Executive Officer of the District. The Fire Chief, in turn, appoints Assistant Chiefs and Division Chiefs to oversee and manage the functional areas of the organization.

Individual commissioners have no unilateral administrative authority; the Board exercises its authority collectively through official meetings conducted in accordance with Washington State's Open Public Meetings Act.

District Organizational Chart[1]



[1] Note: Positions in orange are approved and unfilled, or in the process of being filled.

Fire District History

Spokane County Fire Protection District 9 has served the communities of north Spokane County for more than 70 years. Established in the mid-twentieth century to address the fire protection needs of a growing suburban population north of the City of Spokane, the District has evolved from a volunteer-based organization into a combination career and volunteer department capable of providing comprehensive fire protection, emergency medical services, and community risk reduction programs.

The District's professional union, the Professional Firefighters of Spokane County Fire District 9, received its charter from the International Association of Fire Fighters – Local 2916 (IAFF) in September 1983, reflecting the District's growth into a career fire service organization.

Emergency Medical Services

The District provides Advanced Life Support (ALS) emergency medical services to its residents, with paramedics and firefighter/EMTs deployed across its career stations. Historically, Basic Life Support (BLS) and ALS transport services have been provided through a contractual arrangement with American Medical Response (AMR) Spokane. The District is actively transitioning to operate its own ALS transport service, with that transition anticipated to occur as the existing AMR contract expires on July 1, 2026.

This expansion of transport services represents a significant evolution in the District's service delivery model and reflects a commitment to providing end-to-end emergency medical care directly to District residents.

Spokane County Fire District 9 Today

Today, Spokane County Fire District 9 is a combination career and volunteer department serving a population of more than 50,200 residents across 125 square miles. The District is staffed by 99 fulltime personnel; 93 career, 6 support, and 30 volunteers, and operates from nine fire stations, one administration, and one support facility. Five stations are staffed on a 24/7 career basis; four are staffed by on-call volunteer personnel. The District's service area encompasses a wide range of land uses, and its response capabilities reflect that diversity.

The District operates the following front-line response units:

- 4 Career Engine Companies (ALS)
- 1 Career Truck Company (ALS)
- 4 ALS Ambulance Transport Units
- 4 Volunteer Equipped Stations
- 1 Duty Chief (Battalion Chief 9/1/26)
- Multiple Brush/Wildland Units
- Multiple Water Tenders
- Specialty units including technical rescue, wildland, and hazardous materials response

The District's service area includes communities with both suburban residential development and rural interface zones, requiring a versatile operational posture. Strategically located stations enable rapid response across the District, while mutual and auto-aid agreements with neighboring fire agencies enhance regional response capabilities.

In addition to emergency response, the District is actively engaged in community risk reduction through public education, fire prevention inspections, wildfire preparedness programs, and CPR and first aid training. The District is widely recognized for its deep community involvement and its commitment to cost-effective service delivery through its combination staffing model and Washington Surveying and Rating Bureau (WSRB) performance rating of 4 across most of the jurisdiction.

When comparing SCFD9 with similar agencies in the region, the cost per capita—calculated as the total annual operational cost divided by the population (the following table)—is approximately 3.3% lower than the average. This calculation suggests that the agency is maintaining a cost-efficient service model, while operating within its budgetary constraints.

Cost per Capita Comparison

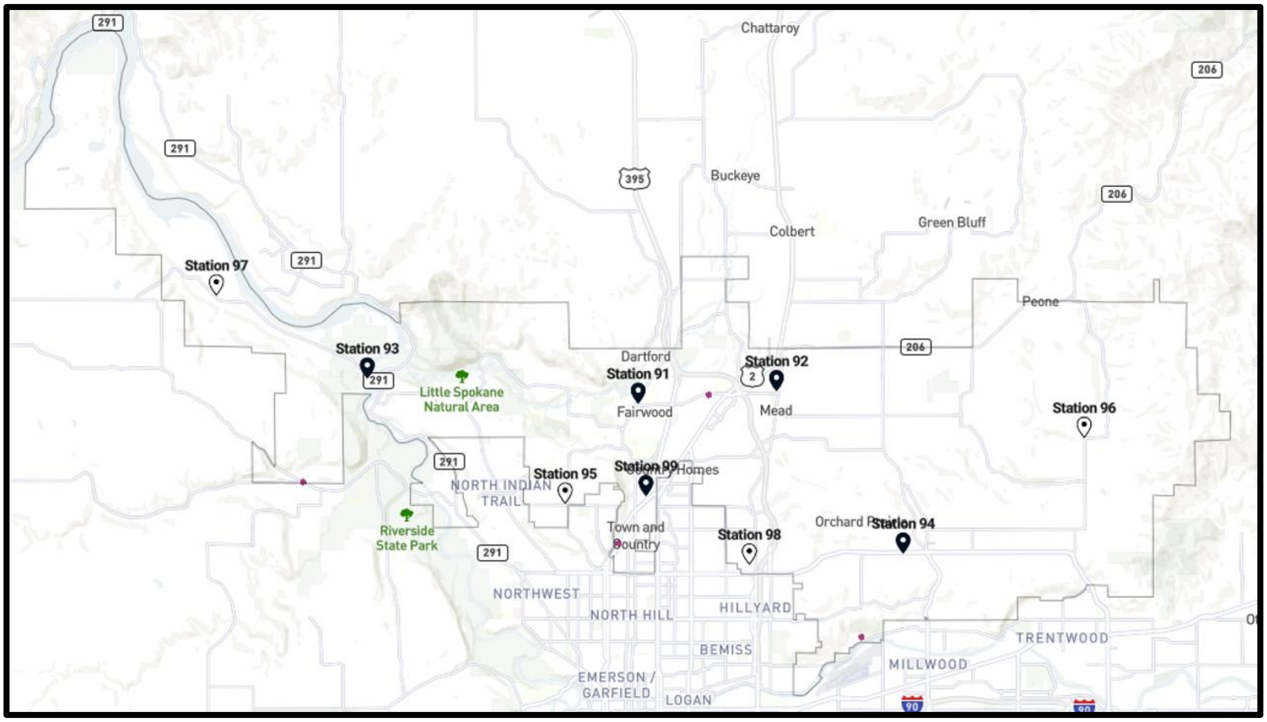
Peer Agency (2026)	Population Estimate	Agency Operating Budget	Per Capita Cost to Operate	# of Full-Time Employees	WSRB Rating (1 is best)	# of Fire Stations
Kennewick Fire Dept.	86,500	$ 30,180,000	$ 348.90	85	3	4
Marysville RFA	80,000	$ 42,966,000	$ 537.08	121	3	5
North County RFA	45,000	$ 19,600,700	$ 435.57	99	4	6
Richland Fire Dept.	64,500	$ 26,860,000	$ 416.43	94	3	6
South Kitsap Fire & Rescue	81,000	$ 30,092,400	$ 371.51	125	3	11
Average	**71,400**	**$ 29,939,820**	**$ 421.90**	**105**	**3**	**6**
Spokane Fire District 9	**50,200**	**$ 20,481,696**	**$ 408.00**	**106**	**4**	**9**

Although cost per capita provides a broad financial comparison, it does not fully capture an agency's performance or value to the community. Rather, it serves as a financial benchmark, indicating how effectively the agency utilizes taxpayer funding for staffing, equipment, facilities, and capital investments.

Service Area

Spokane County Fire District 9 is located in suburban north Spokane County in eastern Washington State, with its administrative headquarters situated in Mead, Washington. The District encompasses approximately 125 square miles of diverse terrain and land use, including residential neighborhoods, rural forested lands, schools, railways, industrial properties, and dams. Communities served by the District include Mead, Nine Mile Falls, Orchard Prairie, Peone Prairie, Five Mile, Foothills, and the Country Homes area, among others.

The District's service area borders the City of Spokane to the south and extends into the more rural and forested landscapes to the north, including areas in proximity to the Little Spokane River Natural Area and the foothills of Mount Spokane. This geographic diversity presents a wide range of emergency response challenges, from structural fire suppression in suburban neighborhoods to wildland fire response in interface zones.


Chattaroy
Buckeye
Colbert
Green Bluff
Peone
Station 97
Station 93
Little Spokane Natural Area
Dartford
Station 91
Fairwood
Station 92
Mead
Station 96
NORTH INDIAN TRAIL
Station 95
Station 99
Country Homes
Riverside State Park
Town and Country
Station 98
Orchard Park
Station 94
NORTHWEST
NORTH HILL
HILLYARD
BEMISS
EMERSON / GARFIELD
LOGAN
MILLWOOD
TRENTWOOD
291
395
206
2
90

Perpetual optimism is a force multiplier.
—Colin Powell

Mission, Vision, & Values

HIERARCHY OF **STRATEGIC PERFORMANCE**

The following figure presents the strategy cascade as a clear progression from organizational purpose to measurable performance. This structure helps demonstrate how high-level strategic direction is translated into practical work, assigned responsibility, and measurable outcomes. Rather than viewing the strategic plan as a stand-alone document, the cascade shows how each level should inform the next, creating a consistent line of sight from the organization's mission to day-to-day implementation.

The first section, **Purpose**, establishes the foundation of the plan. The mission defines why the organization exists and provides the central reason for its work. The vision describes where the organization is going and how it intends to meet its mission while being viewed by the community it serves. Values identify the core beliefs that guide behavior, decision-making, teamwork, and service delivery. Together, these elements provide the philosophical and cultural foundation for the strategic plan.

The second section, **Strategic Direction**, translates purpose into priorities. Strategic initiatives or focus areas identify the major areas of work that must be advanced to move the organization toward its vision. Goals then define the broad, long-term results the organization seeks to achieve within each focus area. Objectives provide a more specific and measurable framework for action by identifying what must be accomplished to achieve each goal. This portion of the cascade helps ensure the plan is not only aspirational, but also organized around clear priorities and achievable results.

The final section, **Implementation and Accountability**, connects the strategy to action. Tasks and critical actions identify the specific activities, projects, and deliverables needed to advance each objective. Responsible parties and timelines establish ownership and define when work is expected to occur. Outcomes and key performance indicators provide the basis for measuring progress, evaluating success, and reporting results over time.

Used effectively, this strategy creates a practical framework for implementation. The mission and vision define the destination, values guide how the organization works, strategic initiatives and goals establish the priorities, objectives and tasks define the work, and outcomes and KPIs measure whether the intended progress is being achieved. This approach reinforces that purpose drives direction, direction shapes decisions, and decisions drive measurable results.


THE STRATEGY CASCADE
From purpose to performance.
A clear line of sight that connects our purpose to our daily work.
PURPOSE
Defines our reason for being and the future we aspire to create.
MISSION
Why we exist
Our purpose and the reason we are here.
VISION
Where we are going
How we want to meet our mission and be viewed by the community we serve.
VALUES
How we behave and make decisions
Core beliefs that guide our behavior and help us work together to achieve our mission.
STRATEGIC DIRECTION
Translates purpose into priorities and measurable results.
STRATEGIC INITIATIVES / FOCUS AREAS
Where we focus
The major areas of work that will move us toward our vision.
GOALS
What we aim to achieve
Broad, long-term results within each focus area that support our vision.
OBJECTIVES
What we must accomplish
Specific, measurable steps or milestones needed to achieve each goal.
IMPLEMENTATION & ACCOUNTABILITY
Turns strategy into action and tracks progress.
TASKS / CRITICAL ACTIONS
What we do
The specific activities and deliverables that advance our objectives.
RESPONSIBLE PARTIES & TIMELINE
Who, by when
Who is accountable for each task and the timeframe for completion.
OUTCOMES / KPIs
How we measure success
The results we expect and the indicators we use to measure progress and impact.
PURPOSE
drives direction
DIRECTION
shapes decisions
DECISIONS
drive results

MISSION **STATEMENT**

The Mission Statement defines the fundamental purpose of the District—why it exists and who it serves. It reflects the core services provided, the commitment to the community, and the principles that guide daily operations. The Mission serves as a steady foundation for decision-making, ensuring that all actions, priorities, and resources remain aligned with the District's responsibility to protect life, property, and quality of life. It represents both the operational focus of the organization and the trust placed in it by the community.

Mission Statement

To serve and safeguard our community by delivering high-level fire, medical, and rescue services, while building trust through compassion, integrity, and community partnerships to reduce risk and enhance quality of life.

VISION **STATEMENT**

The Vision Statement describes the future the District is working to achieve. It provides direction and inspiration by defining what success looks like over time. The Vision reflects a commitment to continuous improvement, innovation, and leadership within the fire service, while maintaining a strong connection to community needs and expectations. It serves as a guiding framework for long-term planning, helping the District evolve in a way that is proactive, forward-looking, and responsive to growth and change.

Vision Statement

To be a trusted, forward-thinking fire district recognized for excellence in emergency medical care, fire protection, and community engagement—serving every area of our district with professionalism, innovation, and compassion.

CORE **VALUES**

The Core Values establish the standards of behavior and culture that guide how the District carries out its Mission and works toward its Vision. These values define expectations for professionalism, accountability, and service, both internally among personnel and externally with the community. They reinforce the importance of trust, integrity, and teamwork, while supporting a culture of continuous improvement and respect. The Core Values are intended to be demonstrated in everyday actions, shaping decision-making, leadership, and interactions at every level of the organization.

Core Values

- **Service** – We put our community first in every action.
- **Compassion** – We treat all people with empathy and respect.
- **Integrity** – We act with honesty, accountability, and transparency.
- **Innovation** – We embrace new ideas and proactive solutions that improve safety, efficiency, and service delivery.
- **Community Partnership** – We build trust through engagement and collaboration.

Strategic Plan

HOW DO WE CONTINUE TO IMPROVE ON PROTECTING LIVES, PROPERTY, AND THE ENVIRONMENT BEFORE AND DURING EMERGENCY EVENTS?

Objective 1: Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Events

Outcome Measurements

- Annual growth rate of structure fire instances maintained at or below yearly population growth rate (percent of structure fires lower than percentage of the population growth year over year).
- Zero structure losses due to vegetation fires.
- Zero civilian deaths due to fire (structure fires/accidental/unintentional).

KPIs/Tasks

- Advocate to ensure emergency 911 calls for service are processed within 90 seconds for 90 percent of incidents (alarm handling).
- Limit turnout times to within 1 minute, 40 seconds for 90 percent of fire and rescue incidents (alert to wheels rolling).
- Provide as a benchmark for measuring performance first unit arrival at structure fires, hazardous materials releases, and other crisis events requiring the use of personal protective equipment, within 8 minutes Urban (urban), 12 minutes Suburban 15 minutes, 30 seconds Rural (rural), for 90 percent of incidents (emergency call, alert to unit arrival).
- Fire District 9 has established response boundaries for Urban, Suburban, and Rural built into the Darkhorse Response Analytics Platform to measure performance.
- A long-term goal to meet National Fire Protection Association Standard 1730: *Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*.
    - Identify and document all occupancy types in the records management system (EPS Fire Works & Brycer).
    - Inspect 100% of all commercial fire protection systems annually.
    - Inspect 100% of high-risk occupancies annually.

  - Inspect 50% of moderate-risk occupancies annually.
  - Inspect 30% of low-risk occupancies annually.
- Initiate a “room of origin” containment outcome measurement process.
- Develop an output measurement for time interval between contact with an entrapped victim and extrication of the victim (emergent calls, patient contact to patient extricated).
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics.
  - Time stamp “water on the fire.”
  - Time stamp “at patient side/victim side.”
  - Time stamp “primary search complete.”
  - Time stamp “loss stopped/fire under control.”
  - Time stamp “patient/victim extricated.”
- Vegetation fires limited to 1 acre or less for 90 percent of wildland fire incidents.
- Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan.

Objective 2: Improve the Survivability of Patients Experiencing Acute Medical Emergencies

Outcome Measurements

- Keep the annual growth rate of EMS calls at or below annual population growth rate (percent of EMS calls for service lower than percentage of population growth year over year).
- Maintain a cardiac survival rate at or above 40% (ROSC).

KPIs/Tasks

- Provide first EMS capable unit arrival at medical calls for service under 8 minutes (urban), 10 minutes (suburban), and 12 minutes (rural) for 90 percent of incidents (emergency call, alert to unit arrival).
- Provide transport capable Ambulance at medical calls for service within 10 minutes (urban), 20 minutes (suburban), or 45 minutes (rural) for 80 percent of incidents (emergency calls, alert to arrival – WAC 246-976-390).
- Fire District 9 has established response boundaries for Urban, Suburban, and Rural built into the Darkhorse Analytics Platform to measure performance.
- Develop methods to improve cardiac survival rate:
  - Replace current mechanical CPR devices for all ambulances.
  - Develop a CPR fraction rate (hands on chest) for all cardiac arrest incidents.
  - Enroll in the Cardiac Arrest Registry for Enhanced Survival (CARES) program.
  - Maintain or improve bystander CPR participation rate of 45 percent.
- Explore strategies that measure and improve other definitive patient care strategies:
  - Recognize and call a STEMI and Stroke alert, and transport within 10 minutes of patient contact.
- Maintain community education programs:
  - Revise current CPR/First-Aid Program and Implement a district-wide Bystander “hands-only” CPR training program in 2026.
  - Enhance Civilian Automatic External Defibrillator (AED) use.
  - Stop the Bleed.
  - First aid.

- Explore enhancing the EMS delivery system:
  - Explore developing a Community Assistance, Referrals, and Education Services (CARES)/Mobile Integrated Health (MIH) program.
  - Explore an EMS tiered response for high- and low-acuity medical incidents.

Objective 3: Enhance Firefighter Safety, Survival & Wellness

Outcome Measurements

- Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year).
- Zero preventable vehicle accidents.
- Zero firefighter Line of Duty deaths.

KPIs/Tasks

- Develop system to review/update all policies and procedures every three years.
- Review and update accident prevention plan.
- Maintain annual employee injury rate below 10 percent of total allocated staffing (less than 10 reportable industrial injuries per year).
    - Develop performance measurements for the safety, health and wellbeing initiatives.
    - Review and update accident prevention plan.
- Maintain a grade of “Good” or better for all fire facilities.
- Update and maintain an Emergency Vehicle Incident Prevention training program.
- Maintain Unit Hour Utilization below 30 percent for all units (annual).

HOW DO WE MEET THE INCREASES IN SERVICE DEMANDS OVER THE COMING YEARS?

Objective 4: Reduce Financial and Legal Risk/Liability to the Agency

Outcome Measurements

- Zero firefighter Line of Duty deaths.
- Zero cases of requiring formal disciplinary action (action above written reprimand).
- Zero preventable vehicle accidents.
- Maintain a cost per capita within 10% of the regional comparative average.
- Maintain an operating reserve fund balance of 25%.

KPIs/Tasks

- Update the Standards of Cover document and evaluate strategies for more efficient and effective deployment.
  - Review response modes to fire alarms, low acuity medical calls, lift assists, etc.
  - Evaluate a deployment performance metric for each demand zone.
- Update succession planning/professional development.
- Maintain quality and accuracy of report writing by officers, paramedics, and EMTs.
- Maintain an inclusive and welcoming workplace for all.

Objective 5: Improve Efficiency within the Current Budget Process

Outcome Measurements

- Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year).
- Keep the annual growth rate of EMS calls at or below annual population growth rate (percent of EMS calls for service lower than percentage of population growth year over year).
- Maintain a cost per capita within 10% of the regional comparative average.
- Maintain an operating reserve fund balance of 25%.
- Maintain levy rates comparable to agencies providing similar services.

KPIs/Tasks

- Maintain Worker's Compensation premiums below 2.5% of annual budget.
- Develop a long-term financial strategy plan.
- Continue to pursue grant opportunities with a positive return on investment.
- Develop a system to review/update all policies and procedures every three years.
- Maintain cybersecurity protection plan.
- Refresh HIPAA policy and training annually.
- Develop a plan to maintain, enhance or replace the volunteer support program.
- Strategic planning group will meet at least annually to review progress and updates.

Objective 6: Prepare the Agency for Future Economic Downturns

Outcome Measurement

- Maintain a cost per capita within 10% of the regional comparative average.
- Maintain an operating reserve fund balance of 25%.

HOW DO WE BETTER EXPLAIN OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?

Objective 7: Promote a Positive Agency Reputation within the Community

Outcome Measurements

- Maintain a no "out of pocket" transport fee policy for residents.
- Maintain a cost per capita within 10% of the regional comparative average.
- Maintain levy rates comparable to agencies providing similar services.
- Maintain or improve Washington Surveying and Rating Bureau protection Class 4 rating.
- Score 90% or higher on annual citizen satisfaction survey.

Objective 8: Mitigate Fire-Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Outcome Measurements

- Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year).
- A goal of zero structure losses due to vegetation fires.

KPIs/Tasks

- Explore developing an "After the Fire" program:
  - Emphasize early notification by the property owner to their insurance provider.
  - Emphasize the need for early fire restoration services.
  - Follow up with property owner(s), to ensure they are getting proper post-incident support.

Objective 9: Provide Downward Pressure on Fire Insurance Costs within the Community

Outcome Measurements

- Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year).

KPIs/Tasks

- Identify cost-efficient measures to improve or maintain WSRB protection class.

Objective 10: Provide Value to the Community Beyond the 911 Call

KPIs/Tasks

- Continue to provide public speaking/presentation to community groups.
- Continue expanding social media outreach.
- Continue to coordinate community events such as Demo Day, Fire Station Open House, National Night Out, Farmers Market, Santa Float, etc.
- Hire a Public Information/Public Education officer position.
- Explore agency accreditation (Examples: American Heart Association – Mission Lifeline, Commission on Accreditation of Ambulance Services, Commission on Fire Accreditation International, etc.).
- Develop a list of community stakeholders for future strategic planning efforts.