



2020-2025 **STRATEGIC PLAN**



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Message from the Fire Chief



As Chief of the Marysville Fire District (MFD), it is a privilege to present this Strategic Plan. The MFD became a voter-approved Regional Fire Authority (RFA) on October 1, 2019. It seems only fitting that the first published Strategic Plan by the newly formed agency is a Community-Driven Strategic Plan. MFD partnered with the Center for Public Safety Excellence (CPSE) to create this living document. It was important that not only internal stakeholders were involved but that our citizens were also a part of the process and had a voice in this plan.

The men and women of the MFD provide outstanding service throughout the community. We are an organization that is driven by what is safe and what is best for the people we serve. The foundation of our existence has been formed by the positive contacts, relationships, and bonds that we have with each other and our customers.

This strategic plan offers an inspiring glimpse into the future of our department. The process resulted in a revised mission statement and core values for the MFD. The mission statement reads:

We are a team of passionately dedicated professionals striving for excellence in all aspects of public safety and community service

The MFD Core Values are:

Compassion

Integrity

Diversity

Teamwork

The citizens involved in this process were asked to prioritize the programs and services that are currently provided by the Marysville Fire District. They also gave valuable feedback on expectations and any areas of concern. The MFD members involved were a diverse group from different ethnic backgrounds, generations, ranks, and years of service. They all came ready to work with energy, open minds, and the passion required to chart the course of our future.

I believe this document will give readers a better understanding of how the MFD is operating today and how we intend to operate tomorrow. I cannot overstate my appreciation for the people of this organization. They truly are difference makers to the lives they touch every day. I would also like to thank the MFD Board of Directors for their unwavering support and dedication to the community and citizens they represent.

The Marysville Fire District is excited to put this strategic plan into action. We look forward, with confidence and enthusiasm, to the challenges that lie ahead.

Martin McFalls
Fire Chief

Introduction

The Marysville Fire District (MFD) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors within its coverage area in Marysville, Washington. MFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the district's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the district's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the district with an opportunity to participate in developing its organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

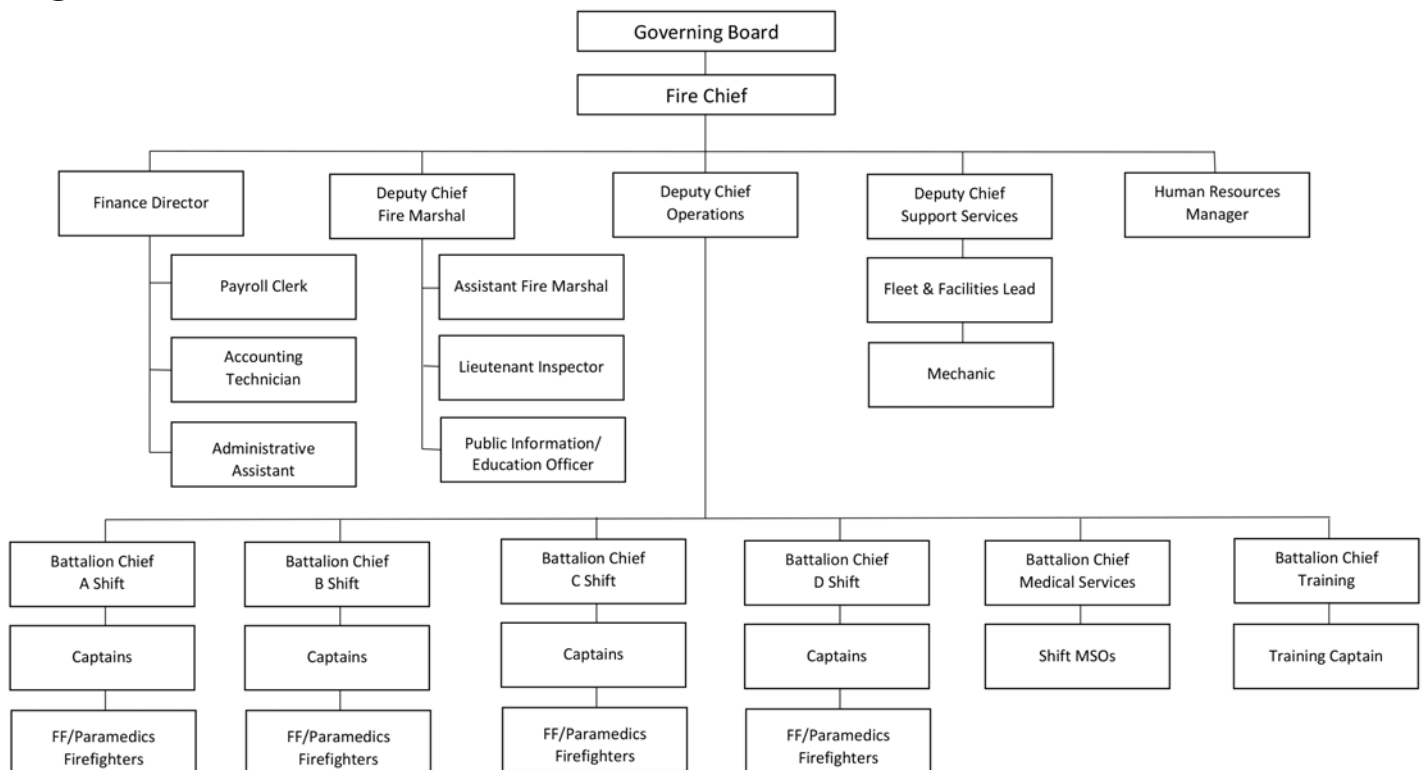
MARYSVILLE FIRE DISTRICT
2020 – 2025 STRATEGIC PLAN
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Marysville Fire District Board of Directors

Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains focused on an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes the Marysville Fire District's Board of Directors, Fire Chief Martin McFalls, and the team of professionals that participated for their leadership and commitment to this process.

As governance stakeholders, the Marysville Fire District's Board of Directors participated in developing this strategic plan through planning sessions design to collect, analyze, and reflect on a comprehensive set of district-based information. The board considered industry-wide best practices and potential future fundamentals against their expectations, concerns, district internal strengths, weaknesses, environmental opportunities, and threats.



Community Group Findings

Development of this strategic plan began in September 2019 with a virtual meeting hosted by a representative from the CPSE for community members (as named in the following table). The district identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Marysville Fire District's coverage area and some who were recipients of MFD's service(s).

Marysville Fire District Community Stakeholders				
Kelsi Banks	Tonya Christoffersen		Jodi Condyles	Peter Condyles
Paula DeSanctis	J.J. Frank	Gail Frost	Dan Hazen	Randy Hughes
Kamille Norton	Larry Pitzer		Jason Smith	Michael Stevens

A key element of the Marysville Fire District's organizational philosophy is having a high commitment to the community and recognizing the importance of community satisfaction. Thus, the district invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the district. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the MFD must understand what the customers consider their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the district through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services (EMS)	1	59
Fire Suppression	2	47
Emergency Management	3	37
Technical Rescue	4	33
Fire Prevention	5	30
Public Fire and Life Safety Education	6	22
Hazardous Materials Mitigation	7	15
Fire Investigation	8	9

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the district's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the district, as named and pictured below.

Marysville Fire District Agency Stakeholders					
Sean Anderson <i>Firefighter</i>	Basil Bailey <i>Captain</i>	Jeff Bilow <i>Captain</i>	Matt Campbell <i>Captain</i>	Jeff Cole <i>Deputy Chief</i>	Tim Dalton <i>Firefighter</i>
Cal Droke <i>Battalion Chief</i>	Steve Edin <i>Human Resources Manager</i>	Todd Furness <i>Battalion Chief</i>	Darren Green <i>Captain</i>	Rick Jesus <i>Battalion Chief</i>	Apollo Lewis <i>Firefighter</i>
Chris Lytle <i>Firefighter</i>	Tom Maloney <i>Deputy Chief</i>	Martin McFalls <i>Fire Chief</i>	Don McGhee <i>Deputy Fire Marshal</i>	Dean Shelton <i>Battalion Chief / Medical Services Administrator</i>	Aaron Soper <i>Battalion Chief</i>
Ryan Swobody <i>Driver/Operator</i>	Keith Taylor <i>Battalion Chief</i>	Christie Velez <i>Public Information / Public Education Officer</i>		Ben Williams <i>Firefighter</i>	Solomon Wilson <i>Firefighter Paramedic</i>



Agency Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all district members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

We are a team of passionately dedicated professionals striving for excellence in all aspects of public safety and community service.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

Compassion – We care deeply about those we work with and all members of our community. We serve with selflessness and empathy.

Integrity – We commit to upholding the community's trust as well as our trust in each other.

Diversity – We strive for equality and inclusiveness for all. We know that diversity within our community and our organization only makes us stronger.

Teamwork – We serve with mutual respect, trust, and support for each other and our community.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up the Marysville Fire District to accomplish the goals, objectives, and day-to-day tasks.



Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the district. Supporting services are the internal and external programs and services that help the MFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the district's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, the agency stakeholders must understand that many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.

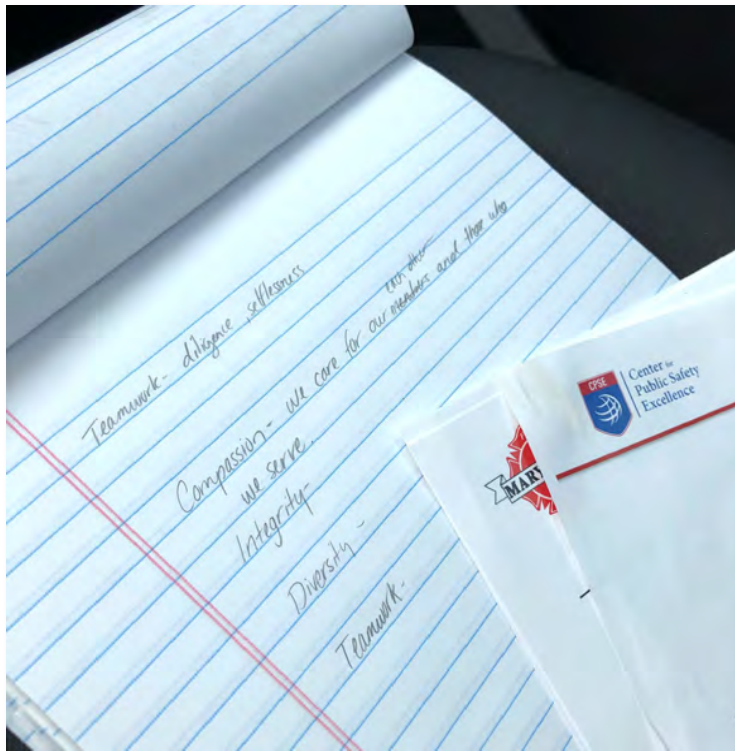


Agency Stakeholders Work Session

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Agency stakeholders participated in this activity to record MFD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.



Agency Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the district's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward identifying the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Marysville Fire District's Strategic Initiatives		
District Management System	Community Outreach	Career Development
Health and Wellness	Diversity	Fleet / Facilities Maintenance

Stakeholder reflection built an emerging consensus on three larger focuses for the board of directors to support the district's improvement efforts. The board identified district partnerships, messaging, and foundational identity as key elements of future emphasis for the district. Based on these findings, the board of directors developed actionable strategic initiatives designed to produce measurable outcomes for guiding achievement activities. The additions of initiative-centered objectives and critical tasks will bring further clarity to the broader vision rooted in the following initiatives and those developed by operational stakeholders as part of the district's overall strategic plan.

Strategic Initiatives Identified by the Marysville Fire District's Board of Directors		
District Partnerships	Messaging	Foundational Identity

1. Develop and enrich strategic partnerships that broadens the district's functional capacities and fosters cooperation in mutual benefits.
2. Create processes for developing and delivering contemporary and cohesive based messaging to broaden the community's understanding and support of the district's goals, objectives, and governance priorities.
3. Build and deliver actionable initiatives that will result in documented processes to develop and sustain our foundational identity, illustrating and cultivating the influences of our Regional Fire Authority.



Goals and Objectives

To continuously achieve the mission of the Marysville Fire District, realistic goals, and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the district's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the MFD's leadership.

Goal 1	Develop and create an organized, consistent, and transparent structure to manage organizational growth through its processes, programs, and continued internal evaluation.	
Objective 1A	Identify current management processes for their effectiveness and validity to current operations.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify internal and external committees that have relativity to current management processes. • Identify who is responsible for tasks, roles, and responsibilities. • Collect information from relevant stakeholders. • Update current information from review, including but not limited to the organizational chart, job descriptions, website content, and social media platform. • Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:
Objective 1B	Evaluate the management processes to identify scope and functionality.	
Timeframe	1 – 2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compare the scope to objectives to determine the product of expected results. • Poll internal stakeholders for the relevance and functionality of the processes. • Consolidate and evaluate the response feedback. • Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



Objective 1C	Assess the organization's needs to establish transparency and consistent management processes to current organizational needs, including but not limited to human resources, operations, EMS, public education, and finance.	
Timeframe	1 – 2	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the needs of all areas assessed. • Prioritize the needs of all areas assessed. • Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Based on the current management processes and needs evaluation, identify the gaps in the applicable processes.	
Timeframe	2 – 3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Based on previous, available reports, review and identify any and all gaps. • Perform a comparison study to include, but not limited to, industry peers, publications, and standards. • Compare the needs versus the gaps and consolidate the reports. • Take the needs versus the gaps reports to the internal stakeholders for review and to provide feedback. • Review and prioritize the feedback from the stakeholders. • Consolidate and distribute the report for development and implementation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Construct the newly identified management processes to be based on the previously conducted gap analysis and establish consistent, transparent, and organized management processes.	
Timeframe	2 – 3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop the outcome objectives. • Develop the workflow paths. • Develop the committees with key stakeholders and subject matter experts. • Identify the key decision-makers. • Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction. • Prepare for implementation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 1F	Develop and provide training on the new management processes to obtain consistent management processes.	
Timeframe	1 – 2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop curriculum for training and subject matter experts. • Present the training through the subject matter experts and educate on the process and changes. • Critique the training and feedback. • Present the final and vet against the performance outcomes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1G	Assess the evaluative approach created by the management process, effectively assessing all administrative, operational, and logistical processes.	
Timeframe	1 – 2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify desired performance outcomes. • Measure the desired performance outcomes. • Evaluate the data and account for standard deviations. • Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1H	Create a list of management process change recommendations as a result of the assessment process.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Recognize and identify shortcomings. • Prioritize the list. • Develop appropriate and effective changes. • Implement the appropriate changes. • Evaluate and re-assess for changes to desired outcomes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Goal 2 Improve community outreach engagement for the purpose of building positive relationships with the public, reducing risk in our community, and recruitment.

Objective 2A Evaluate current public outreach programs, partnerships, and recruitment strategies.

Timeframe 6 months

Assigned to:

Critical Tasks

- Make a committee to evaluate outreach programs and partnerships.
- Make a committee to evaluate recruitment strategies.
- Have the committees categorize and prioritize current outreach programs.
- Have the committees categorize and prioritize current partnerships.
- Have the committees categorize and prioritize current recruitment strategies.
- Combine and format the data collected in the evaluation process.
- Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 2B Evaluate current public education staffing to meet program needs.

Timeframe 6 months

Assigned to:

Critical Tasks

- Assign current staff to conduct a job analysis.
- Conduct the job analysis of current staff and capabilities within public education.
- Determine the staffing needs based on the analysis.
- Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 2C Develop strategies to improve recruitment based on needs analysis.

Timeframe 1 – 2 years

Assigned to:

Critical Tasks

- Assign a recruitment committee to meet once per month.
- Review the analysis of current recruitment strategies to determine any needs.
- Review workplace diversity (gender, age, race) and evaluate current hiring practices.
- Develop and implement an outreach program to reach the desired diversity goals.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:



Objective 2D	Conduct a community risk assessment (CRA) to develop outreach programs and direct resources.	
Timeframe	3 – 5 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a CRA team to conduct the assessment. • Collect any applicable baseline information on the district, including but not limited to planning zones, socio-economic data, demographics, and geophysical information. • Collect any applicable baseline information on the district, including but not limited to staffing, apparatus, response types and times, demographics, and geophysical information. • Collect and analyze relevant performance data. • Develop a standards of cover and other mitigating processes. • Develop processes to overcome gaps identified in the community risk assessment. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2E	Develop and improve new and current public outreach programs to meet district needs.	
Timeframe	1 – 2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assign a public outreach committee to meet once per month. • Review the analysis of current public outreach strategies and the community risk assessment to determine district needs. • Develop programs to meet the district's needs. • Establish a plan for the implementation of new and revised current public outreach programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 2F Implement the public outreach programs to meet the district's needs.
Timeframe 1 – 2 years

Assigned to:
Critical Tasks

- Determine the cost of the programs and any needed resources to implement new and revised current public outreach programs.
- Develop the curriculum for the public outreach programs.
- Determine personnel needed for the public outreach programs.
- Build partnerships for public outreach programs, where applicable.
- Conduct training for personnel to teach and implement the public outreach programs.
- Evaluate the training for the public outreach programs.
- Schedule the public outreach programs.
- Market and brand the public outreach programs.
- Collect any data on the public outreach programs.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:

Objective 2G Re-assess the public outreach programs to measure effectiveness.
Timeframe 3 – 5 years

Assigned to:
Critical Tasks

- Review response data to determine behavior changes and impact.
- Conduct surveys to gather public feedback.
- Gather crew and program team feedback on program effectiveness.
- Create a report of findings with recommendations, if applicable, and present to the leadership team for further determination and direction.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:



Goal 3 Create career development pathways to assist and guide members in self-improvement and advancement.

Objective 3A Identify and evaluate current processes in the district that impact career development.

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate all current career pathways for the district's organizational chart. • Select a committee of subject matter experts to identify, develop, and create training needed per path. • Identify and obtain resources as needed for each path. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3B Evaluate best practices in the industry for potential career development.

Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct a review of like size and scope departments in the areas of career paths. • Review any applicable NFPA standards. • Conduct a review of the district's current employee development regarding other findings. • Develop a list of recommendations that meet any national standards for certification. • Report the findings with applicable recommendations to the leadership team for further determination. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3C Review and modify current job descriptions to reflect the organization's roles and responsibilities to meet district needs.

Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Update all job descriptions for each career pathway. • Modify the pathways to reflect the current mission and values. • Create new pathways and job descriptions as needed to reflect organizational change. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3D Create training strategies to reflect current career opportunities.

Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Adopt programs that meet accreditation standards for each pathway. • Recruit subject matter experts to mentor and guide individuals through the task books. • Establish a timeline for the completion of any assigned task book. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



Objective 3E Implement new strategies for career development.
Timeframe 6 months

Assigned to:
Critical Tasks

- Dedicate time for individuals completing task books and for any relevant training and development.
- Build Target Solutions evaluations.
- Roll out the new strategies.
- Share any pertinent strategies with neighboring departments.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:

Objective 3F Evaluate and adjust programs to address organizational needs.
Timeframe 3 – 6 months

Assigned to:
Critical Tasks

- Solicit any relevant feedback from all users.
- Evaluate the feedback.
- Create a report of findings and recommendations to the leadership team.
- Conduct any needed revisions as directed.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:

Objective 3G Re-address roles and objectives of career paths, as recommended by industry standards and new additions.
Timeframe Annually, ongoing

Assigned to:
Critical Tasks

- Conduct information meetings to gather labor/management agreement of the career pathways.
- Solicit any feedback for needed revisions.
- Conduct revisions.
- Publish the career pathways and post at all stations.
- Ensure career pathways become part of new employee orientation.

Funding

Capital Costs:

Consumable Costs:

Estimate

Personnel Costs:

Contract Services Costs:



Goal 4 Fund and implement the current draft health and wellness program (Servant Athlete) accessible to each employee.

Objective 4A Develop a cost analysis and associated budget proposal for the recommended health and wellness program to present for approval.

Timeframe 1 week

Assigned to:

Critical Tasks

- Research all current resource levels for existing equipment and budgets.
- Conduct a needs assessment to assess what is currently offered for health and wellness in the department and to determine additional needs.
- Conduct a consultation meeting with the program developer regarding program costs.
- Develop comprehensive budget requests for presentation to the board.
- Conduct a meeting with the leadership team to make any revisions to the presentation, as determined.
- Present the proposal to the board for approval.

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 4B Once approved, implement the health and wellness program to support the overall health and wellness of the district's employees.

Timeframe 1 month

Assigned to:

Critical Tasks

- Conduct a meeting with the training division and program developer to discuss implementation for the first quarter of 2022.
- Based on the need's assessment, prioritize the order of subject matter content delivery.
- Conduct an introduction and overview of the program to all district employees.
- Ensure all employees have access to the initial assessments.
- Conduct ongoing, quarterly assessments and make any needed revisions, as determined.

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 4C Develop an evaluative approach to measure the program's effectiveness to achieve health and wellness for all district employees.

Timeframe 1 year

Assigned to:

Critical Tasks

- Compile data from the initial and ongoing assessments.
- Present subjective and objective data at quarterly safety committee meetings.
- Assess the data and conduct revisions of the program for future content, as needed.
- Conduct an annual review to ensure the program is meeting individual and organizational needs.

**Funding
Estimate**

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:



Goal 5 Build a program that embraces our diverse community and a membership that reflects the people we serve.

Objective 5A Identify all cultures and demographics within the district.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a committee to identify the demographics. • Evaluate the most current census data. • Reach out to the district's partners for further demographic information. • Compile the data to identify the demographic groups. • Report the findings with applicable recommendations to the leadership team for further determination. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 5B Develop a diversity program to meet the established goal.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify similar programs that exist. • Select or model a program that meets the district's needs. • Reach out to district partners to assist with identifying programs that will meet the district's needs. • Report the findings with applicable recommendations to the leadership team for further determination. • As approved, develop the final version of the program. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 5C Implement a program to educate our members on community diversity.

Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with district partners for assistance in instruction. • Develop the curriculum to teach members. • Create a timeline to implement the program. • Share the curriculum with all members. • Collect feedback from all members. • Report the findings with applicable recommendations to the leadership team for further determination. • Re-assess the program and revise as approved. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



Objective 5D Develop strategies to recruit members who reflect our community.
Timeframe 1 – 2 years

Assigned to:
Critical Tasks

- Assign a recruitment committee to meet once per month.
- Review the analysis of current recruitment strategies to determine any needs.
- Review workplace diversity (gender, age, race) and evaluate current hiring practices.
- Develop and implement an outreach program to reach the desired diversity goals.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 5E Re-assess the program to ensure it is meeting the needs of the district and the community.
Timeframe 3 years

Assigned to:
Critical Tasks

- Build a survey tool for all members and community partners to collect applicable data.
- Survey all members and community representatives to help measure the effectiveness of the program.
- Re-evaluate member demographics compared to previous years.
- Collect and review the findings from the survey and demographics information.
- Report the findings with applicable recommendations to the leadership team for further determination.
- Conduct revisions as approved.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:



Goal 6 **Develop and implement a comprehensive acquisition, repair, and evaluation program for the district's fleet and facilities to meet the intent of our mission.**

Objective 6A **Perform a needs assessment to determine the effectiveness of the current Fleet and Facilities Division.**

Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a needs assessment to evaluate the time and value of the current activities. • Evaluate the status of the current fleet. • Identify the needs of the shop to work on all apparatus safely and efficiently. • Re-evaluate the policy on vacation leave for fleet and facilities personnel. • Report the findings with applicable recommendations to the leadership team for further determination. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6B **Compile data from the assessment to identify and prioritize the Fleet and Facilities Division's needs.**

Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • From the data collected, determine the needs for the Fleet and Facilities Division. • Prioritize the results based on the data collected. • Report the findings with applicable recommendations to the leadership team for further determination. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6C **Create any new line item requests for presentation to the board for approval.**

Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine the costs associated with any needs identified in the need's assessment. • Prepare the budget request that reflects the costs needed. • Submit to the internal administrative vetting group for approval. • If approved, prepare a presentation for the board. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Objective 6D	Initiate a process of hiring additional full-time facilities and mechanic positions, if approved.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review or create any job descriptions, if needed. • Have human resources post any position(s) according to the pre-established process. • On-board any new hires through the current processes. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 6E	Develop an evaluative approach to measure the effectiveness of the restructured Fleet and Facilities Division.	
Timeframe	1 year, ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Download data from the Fleetsoft program to identify efficiencies and inefficiencies of the newly structured Fleet and Facilities Division. • Evaluate the data annually. • Report the findings with applicable recommendations to the leadership team for further determination. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:



Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the district's global vision but rather to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey"

Ken Blanchard

Marysville Fire District's 2025 Vision

is to be known as a passionately dedicated, mission-focused organization that continuously strives for excellence. We will always commit to personifying our values as we deliver exceptional services to enrich our community and each other. This strategic plan vision, our true futurity, will only become a reality by striving to accomplish our goals. **We will realize this future by...**

Managing our system processes to ensure efficiencies district-wide. Through greater fleet and facilities maintenance concentration, we will work to remain effective for our community while being good stewards of the resources we are provided.

Focusing on our members through enhanced career development, diversity, and integration of our health and wellness initiatives. Greater efficacies will be realized by those we serve by investment in our greatest asset, the district's members.

Dedicating ourselves to those who live, work, and play in the district, we progress toward greater transparency and communication. Our community outreach will bolster this relationship and prove our dedication.

Together, we will remain steadfast in moving forward in these endeavors by holding each other accountable for bringing this vision to reality.



Performance Measurement

To assess and ensure that an organization delivers on the promises made in the strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

To establish that the district's strategic plan is achieving results, performance measurement data will be implemented and integrated into the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.



The Success of the Strategic Plan

The district has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the district used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
BLS	Basic Life Support
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
COVID	Coronavirus 19
CPR	Cardio-Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRP	Community Resource Paramedic
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the district or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EVCC	Everett Community College
Input	A performance indication where the value of resources is used to produce an output.
JATC	Joint Apprenticeship Training Commission
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PPE	Personal Protective Equipment



RFA	Regional Fire Authority
SCBA	Self-Contained Breathing Apparatus
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.



Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Marysville Fire District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Marysville Fire District (in priority order)

1. Response time, but safe. Quick response. Timely, professional, and effective response to emergencies. To respond quickly to calls. Fast response times. Ability for a quick response. Quick response. From initiating 911 call, first responding arrives within 5 minutes. (43)
2. Well-trained professional responders. Training to keep skills sharp. Well-trained/continuous training. Properly trained personnel. Trained firefighters. High-quality training and employees. (22)
3. Manage taxpayer dollars efficiently and wisely. Good stewards of public funds. Fiduciary conservatism. (7)
4. Innovative and forward-thinking approach to fulfilling their mission. To look for innovation that saves time and money. Forward-thinking/proactive planning. (6)
5. Responding to fires. (5)
6. Availability - adequate staffing. (5)
7. Utilization of available resources. Having the resources to respond to 911. (5)
8. High level of community engagement (education, civic support, etc.). Active within the community (outside of service). Public service work. (5)
9. Inter-district collaboration/coordination. (4)
10. Responding to 911 calls. (4)



11. Superlative care for their members' health, safety, and professional development. (4)
12. Provide quality emergency service that saves lives and property. (4)
13. Working equipment. (4)
14. Representing the community demographics. Diversity in staffing. (4)
15. Open-minded to outside input. Continuous input from customers. (4)
16. Maximum resources without excessive cost. (3)
17. No politics. (3)
18. Paramedic response and transportation. (3)
19. Community education on safety. (3)
20. Transparency with the community. (3)
21. Logical spacing of station locations between stations. (2)
22. Helping citizens put smoke detectors in homes. (2)
23. Helpful firefighters. (2)
24. Compassion for the community during emergencies, not just another call/number/situation.
Compassion. (2)
25. Attention to apparatus replacement schedule and overall preventative maintenance programs for
rolling stock and facilities. (1)
26. Work to prevent and reduce fire risk to homes and businesses. (1)
27. Fit. (1)



Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the district. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Marysville Fire District (verbatim, in priority order)

1. Not all apparatus is staffed at all times, i.e., if I understand correctly, sometimes it is an "either/or" response. Not enough staff to respond to 911 calls. Understaffing at key administrative and support positions. Staffing levels. (18)
2. Frequent request for money from the community. Reliance on voters too much and too often. Responsible spending when times are tough. Living within the district's means. (16)
3. Funding. Adequate funding. Funding/service for tribal (non-property tax areas) lands. (11)
4. Lack of diversity both gender and race. Recruiting more staff of color. Diversity in staffing. (10)
5. Not enough resources? (this is a question since I don't know). Back-up apparatus. Adequate resources. (9)
6. Adequate training. Is there any incentive to get more education? Entry requirement is firefighting academy and EMT, but should there be more up-front training with regards to community engagement? Training of officers. (9)
7. Recruiting the best-trained individuals. Recruitment. (6)
8. Union issues clouding the public image of the district. Union control that might not represent the greater good of the community. (6)
9. Member morale. Specifically, unity and shared values/vision. (5)



10. Not staying innovative or adapting to changes in technology and the industry. (5)
11. Response. (5)
12. Too many facilities are outdated and/or poorly equipped. Aging stations/repair vs. replacement costs. (5)
13. Priority from city. (4)
14. Logical station siting and current locations of the stations. (4)
15. It is very expensive. Must efficiently manage labor and operating costs and make adjustments for sustainability in the future. (4)
16. Safety of officers. (4)
17. Adequate apparatus replacement program. Proper equipment for all situations. (4)
18. More education in the community about safety. (3)
19. How do we outreach to communities experiencing poverty? More community engagement activities throughout the year. (3)
20. Disconnect between board members and rank and file members. (2)
21. Not enough people who speak different languages. (2)
22. Hazardous situations. (2)
23. Collaboration with other city departments and community groups. (1)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses.

Positive Community Comments about the Marysville Fire District (verbatim, in no particular order)

- Community participation in special events.
- Quick response.
- Forward-thinking leadership.
- Chief Martin McFalls and the staff team connection and leadership in the community.
- Excellent execution of the main tasks! Great firefighters and paramedics!



- The district has a good reputation in the community and positive community outreach.
- Fast response times.
- I have always had a positive interaction.
- Response times.
- Efficient.
- Appear to work well with city leadership.
- Leaders in the community.
- Responders project a professional demeanor.
- I want to thank their sacrifice and service to keep our community safe.
- Adaptable, humble leadership.
- Strategically placed fire stations.
- Most of the firefighters I have met are the types of professionals I would hope would show up and help me.
- Communications to neighborhoods via Nextdoor.
- Effective.
- Handle situations with professionalism.
- Top down leadership.
- Firefighters/paramedics project a kind, nice, and caring attitude.
- Thank you for putting your lives on the line to put out fires in our community.
- Willingness to change.
- Compassion between staff and those needing services.
- TV pictures sent to news.
- Proactive.
- Staff very approachable.
- The responding units always seem to be responding with due concern for safety by not driving at excessive speeds and yet are driving with “purpose” as they respond.
- Thank you for participating in the March against Racism this year in Marysville Tulalip.
- Solid understanding of the community and its needs (still local and small town while executing professionally).
- The chief is easily accessible by the public AND is always present at community gatherings and events.



- Communication as a whole.
- Community-minded.
- Response time appropriate.
- Thank you for responding to all of the 911 calls in our communities.
- Accessible administration.
- High-quality equipment.
- Friendliness of officers.
- Budget-conscious.

Other Thoughts and Comments

The community was asked to share any other comments they had about the district or its services. The following written comments were received:

Other Community Comments about the Marysville Fire District (verbatim, in no particular order)

- I am concerned about the balance with the union. Sometimes it feels there is an imbalance that impacts the quality of services.
- Totally professional personnel.
- I had a heart attack 1 1/2 years ago. The response was virtually perfect in terms of arrival time from placement of 911 call. Very well handled in terms of seamless transfer of care from BLS to ALS to the emergency room.
- How do we partner with schools and community to recruit more staff of color.
- Keep up the good work. Get out in front of the changes coming - anticipate and take risks to be innovators. The nature of your business is to “respond,” but there are opportunities to “initiate” as well. Community medic programs, member health and support.
- It is about SERVING. Stay focused on the community and continually looking for better, faster, more efficient ways to offer the service they pay for.
- I never hear any complaints about response times; keep up the great work.
- As Marysville has grown, it would be good to see more programs that focus on recruiting a broader selection of firefighters. This would include working closer with Tulalip and other under-represented communities. This is not an easy task, but with deliberate effort, it could improve.



- This is a good forum.
- Ensure fair/adequate compensation for service in non-property tax areas.
- Proud of what they do.
- How do we do more outreach in communities experiencing poverty.
- The voters are getting tax fatigue. While fire service is important, remember that often times they are not the only tax measures on the ballot.
- Love seeing the district represented in the community!
- Keep up the great work.
- How do we educate the community more of the great work the fire district is doing in our communities?
- Much like any other sector, it would be nice to have the nicest and newest equipment, but sometimes almost new does the trick and is cost-effective.
- How do we engage with more community service projects back in our communities?
- Continue to collaborate with the police department on homelessness. It is an issue the citizens are still VERY concerned about.
- How do we get more smoke detectors in homes for people experiencing poverty?
- Public image is important.



Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization's primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the agency stakeholders identified the district's strengths as follows:

Strengths of the Marysville Fire District	
Hard-working crews	Strong work ethic
Quality personnel	Passionate people
Stable revenue streams – RFA	Great community within our teams
Quality training	Diverse passions/ideas of our crews
Variety of career opportunities	Diverse skills
Fiscally responsible	Frontline – improving apparatus standards
All provided services – quality, realistic core services	Willing to open the department up for assessment - vulnerability
Willingness to change	Great relationships with human resources
Doing this process	Winning attitude
Internal expertise	Fire prevention – experience, well-trained
PEER support program exists	Resiliency of the organization
Resourceful – adaptability	Growth in administration and support
Our history	Commitment to each other
Grants – AFG for SCBAs	Community and county leadership by MFD
Support staff – maintenance – Josh and Daniel	Diverse experience levels among firefighters
Family atmosphere – small enough department to still feel like family	Labor management communication/safety – healthy in/out
Regional incident management system – Blue Card	Increased social media presence
Experience with high call volume, patient contacts	Reputation with neighboring agencies
Experience gathered due to call volume	Community outreach – coats for kids, food drive, Santa



Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The agency stakeholders identified the following items as weaknesses:

Weaknesses of the Marysville Fire District	
Apparatus – current poor state of fleet – tired	Logistics – acquiring/distribution of materials
Lack of facility maintenance	Unit utilization hours too high
Slow to update technology	Lack of administrative support (staffing)
Part-time program – impacts the growth of; not sustainable	Lack of crew continuity – annual shift shake up – station moves constantly
Lack of training program for career development – no training facility	Cross-staffing units keeping suppression units out of service
Outdated facilities – shop, stations, administration, training	Lack of communication of administration and line personnel
Poor diversity recruiting	Poor funding of the training division
Updating of Toughbooks	Lack of officer development
Ongoing officer development	Celebration and recognition
Lack of community programs	EMS run reviews – programs, protocols, training
Special operations – not as developed	No wildland team
No aviation training program	Facility maintenance personnel – number lacking
Staffing levels – administration, facilities, line, external support	Lack of succession planning – mentorship, career development, “next man up” mentality
Diversity outreach program	Career outreach programs
Community engagement programs	Cultural sensitivity program – quarterly meetings
Passing on of history	Lack of interpersonal communication
Lack of standards and accountability	Lack of pride
Lack of a community resource paramedic program	



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

Opportunities for the Marysville Fire District	
Community involvement – community outreach, events, partnerships	Recruitment/diversity – better recruitment, more diverse recruitment
Training increased – mutual aid training	Growth – RFA, population
Education increase – public education, stakeholder education	Partnerships – Tulalip, corporate, neighboring agencies, college
Funding/grants – RFA, seeking grants, etc.	Communication/relations – with elected officials
Community risk assessment – working with outside companies on	Capital improvements – working with outside companies on new ladder truck
Branding – mission statement, values, name, logo	Leverage technology
CFAI accreditation	JATC opportunities and EVCC
County regional training opportunities	CERT - continuing development
Higher education partnerships – officer development	Geographical partnerships
Regional collaboration – co-staffing apparatus	Additional revenue from wildland deployments
Collaboration with other local utilities and services	External stakeholder training
Grant funding – doubling	Brand image – online presence
Public CPR training	Rolling in PulsePoint
Customer compassion – better relationship and understanding of our public	



Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the agency stakeholders were as follows:

Potential Threats to the Marysville Fire District	
Economy – taxes, levies, decreased revenue, recession	Civil unrest
Misconceptions – public perception, reputation	Environmental – pandemics, earthquakes
Impacts due to change in the political environment on all levels	Call volume – growth – increase or decrease of calls/population
Lack of interest in professions – decreased hiring pool	Increase in mental health issues
Funding/economy decline – lack of funding	Loss of large community employers
Climate change – natural disasters requiring large responses – preparedness for these events	Lack of public understanding of civics/funding – want more for less.
Resources and preparedness for times of emergency	Increased scenes of violence and risk to firefighters
Community hostility – mistrust of firefighters	Job-related cancers
Mental stress related to the job	Continued city growth
Reluctancy of others to partner with	Increased demand to provide social services
External mandates, regulations, requirements	COVID
Community volunteerism – declining	Maintaining public trust
Global warming	Increased community drug use – poverty level
Changing public expectation	Call volume – calls per person
Maintaining adequate funding	Lack of PPE during pandemic



Appendix 3

The following information is the raw data resulting from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the district should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Agency Stakeholders

Initiative Link	Group 1	Group 2
District Management System	Processes <ul style="list-style-type: none"> ○ Lack of structure ○ Lack of pathway ○ Lack of models/systems ○ More defined roles/goals/responsibilities ○ Lack of standard operating procedures ○ Staff levels for above ○ Accountability and empowerment ○ Lack of independently assigned support chiefs ○ Insufficient training divisions 	Distribution of workload with administration and support services <ul style="list-style-type: none"> ○ Tradition ○ Staffing ○ Lack of facilities ○ Lack of adapting to growth ○ No chain of command/following of chain of command ○ Funding ○ No internal information technology staffing ○ Lack of common vision ○ Need vehicle replacement or update ○ No logistical system

Initiative Link	Group 1	Group 2
Community Outreach	Outreach <ul style="list-style-type: none"> ○ Available training to community is lacking ○ Lack of relationships with surrounding community partners ○ Lacking open forums ○ Organized regularly scheduled outreach events are lacking ○ Initiating community involvement ○ Lack of utilization of neighboring programs and/or initiating partnerships in programs ○ Public image management 	Community Engagement <ul style="list-style-type: none"> ○ Staffing ○ Lack of community interest ○ Lack of member interest/roots ○ Lack of partnerships ○ No foundation/association ○ Poor RFA marketing/education ○ Funding ○ Poor customer service ○ Recruitment process ○ Community growth ○ Tradition ○ Lack of diversity to engage our diverse community



Initiative Link	Group 1	Group 2
Career Development	Education <ul style="list-style-type: none"> o Lack of training facilities o Insufficient training division o Career development programs lacking o Part-time programs o Independently assigned support chiefs o Interpersonal communication skills lacking o Insufficient focus on EMS training o Insufficient support o Insufficient leadership training o Lack of educational partners o Lack of department history/tradition sharing 	Employee Development <ul style="list-style-type: none"> o Tradition o Funding o Time/resources o Logistics o No strategy/plan o Crew continuity o Lack of facilities o Call volume o Out-of-date policies o Part-time program o Training division continuity o Lack of acting opportunities – succession program o Leadership development Part-Time Program <ul style="list-style-type: none"> o High turnover rate o Lack of full-time staff o Stunting training program o Funding o Tradition o Reliance o Limits employee development o Decreased levels of service – inconsistent o Time-consuming for everyone - disproportionate

Initiative Link	Group 1	Group 2
Health and Wellness	Health & Wellness <ul style="list-style-type: none"> o Happiness o Burnout o Wellness o Emotional well-being o Job satisfaction o Family support systems o Awareness of self o Self-care 	<ul style="list-style-type: none"> o Operational decisions disconnect with individuals o Ego o Values challenged o Fitness programs o Lack of workout space <p>N/A</p>



Initiative Link	Group 1	Group 2
Diversity	Diversity <ul style="list-style-type: none"> ○ Lack of education/awareness ○ Lack of school-based programs ○ Lack of community outreach to the diverse populations ○ Prejudices ○ Lack of (willingness) to listen/learn ○ Community lacking in diversity as a whole ○ Lack of utilization of internal resources 	N/A

Initiative Link	Group 1	Group 2
Fleet / Facilities Maintenance	Fleet & Facilities <ul style="list-style-type: none"> ○ Staffing levels ○ Funding ○ Poor planning/projecting ○ Outdated rigs/facilities ○ Contractor/builder availability ○ Call volume increase wear and tear 	N/A

The following information is the raw data resulting from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative, but remains important. The district is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Agency Stakeholders

Topic	Group 1	Group 2
Culture	Culture <ul style="list-style-type: none"> ○ Negative perception of our culture ○ Lack of direction/certainty/clarity ○ Morale 	N/A





2020-2025 **STRATEGIC PLAN**