



2020-2024

SPOKANE FIRE DEPARTMENT

STRATEGIC POSITIONING

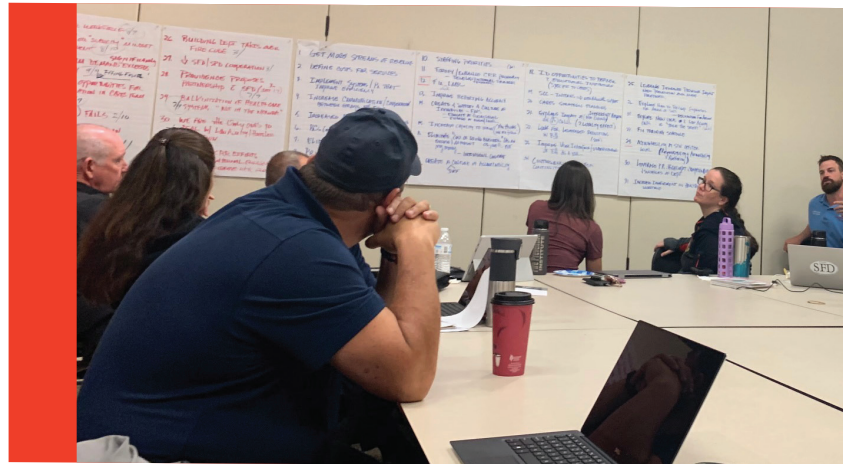


how we are here

THE PROCESS

Stakeholders and leadership from the Spokane Community and Spokane Fire Department undertook a strategic positioning exercise facilitated by Dr. Hicks, Ph.D. over three-days in July 2019. Experts from Academia, Technology Sector, Legal, Human Resources, Private Sector, SAFO, and Local 29 participated in the process.

Unlike traditional planning, strategic positioning is not a conclusion. It is a deliberate process that considers the most critical internal and external factors that help or hinder getting the necessary result. It culminates in identifying the SFD's targeted value proposition related to the essential result and focuses resources accordingly. It develops a capacity to focus and control attention—and to make deliberate choices quickly. The three primary outcomes for the project included building a bold 48-month plan that is flexible, aimed at a clear result, and has benchmarked deliverables. The second outcome is the identification of gaps in knowledge, understanding, competence, and staffing throughout the organization. The actual process utilized a trend analysis where the groups listed as many current and future trends as the experts believed were useful. The patterns were identified by their ability to converge and create a required or meaningful action. Prompts for data needed for Trend Analysis included: political, economic, social, technological, environmental, and legal. On the second day, the group created scenarios based on these drivers and trends, assessing high likelihood/high impact, low likelihood/very high impact, and identification of any “black swans” (low likelihood but very high consequence). The scenarios were combined into a compelling narrative describing the macroclimate in which the Spokane Fire Department will function in the coming months and years.



In light of the scenarios, and the context of our mission, the third day moved to identify initiatives. Initiatives are the answer to the question, “what few things should we do in the coming 48 months to turn the scenarios into an advantage and an opportunity?” Initiatives are prioritized according to leverage and yield specific action plans to spell out what success looks like. As a part of this third day, stakeholders also identified activities, projects, and investments that would be necessary to stop doing.

Lastly, the leadership team developed simple, flexible action plans that operationalize initiatives by turning them into calendar-driven projects entered into an online project management tool (Monday™) that is accessed daily by the leadership teams. The results of this process are clarity and alignment for all stakeholders related to inter-department project planning, internal and external procedures, and the actual results achieved.


DEVELOPMENT OF STRATEGIC INITIATIVES

Based on the most likely scenarios developed in the Strategic Positioning Process, the following strategic initiatives are the foundation for the development of the period's goals and objectives

1. **Provide High Quality and Innovative Core Services**
2. **Improve Internal/External Communications**
3. **Support Workforce Development and Culture**
4. **Improve Resiliency**

CONTINUOUS IMPROVEMENT

Planning for

A photograph of two firefighters in full gear standing on a tall aerial ladder against a blue sky with some clouds. The firefighter in the foreground has 'DAVIS' on their back. The ladder is extended upwards, and the scene is viewed from a low angle looking up.

“ To continuously achieve the mission of the SFD, realistic goals, and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, and to provide a clear direction for the organization.

- Fire Chief Brian Schaeffer ”

An overarching goal of SFD’s organizational planning is to continuously improve its services and seek innovative approaches to solve current and emerging problems.



For example, rather than rely on traditional response models to non-urgent incidents, SFD continually searches for methods that challenge the organization’s past assumptions. How can SFD affect the demand for services, not just respond to calls as they are received? How can SFD use new technologies and methods to meet its mission? How can community risk reduction programs “bend the curve” on demand for services and cultural expectations? These overarching issues will guide SFD’s strategic initiatives in the coming years.



GOAL 1.

REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS

STRATEGIES:

1. Reduce response times to critical/life-threatening events through data analysis, innovative resource deployment solutions
2. Continue prevention efforts aimed at emergency (911) service appropriateness
3. Support efforts to encourage the installation of residential sprinkler systems in the early stages of new development
4. Improve wildland urban interface fire preparedness and operational readiness



GOAL 2.

FOSTER AN ENVIRONMENT CONDUCIVE TO THE SAFETY AND HEALTH OF ALL

STRATEGIES:

1. Build an environment that supports improved employee engagement.
2. Maintain Adequate Operational and Support Staffing.
3. Develop a comprehensive internal communications system so that information flows between all levels so that individuals and divisions are connected.
4. Support data collection, measurement, and maintenance of on-the-job injuries, time lost due to injury, and illness.
5. Educate personnel on lifestyle and behavioral health practices known to have both qualitative and quantitative effects on body composition, blood pressure, cholesterol, and overall health.
6. Support development of individuals for the organizations' success.
7. Improve the responsibilities of training/safety officers and measure effectiveness and continuously improve where necessary.



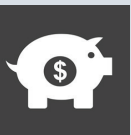


GOAL 3.

PROTECT LIFE, PROPERTY AND THE ENVIRONMENT THROUGH COMMUNITY RISK REDUCTION INITIATIVES

STRATEGIES:

1. Ensure proactive outreach for SFD initiatives and programs that may generate strong public opinions.
2. Utilize research to understand the views and priorities of community members better.
3. Utilize innovative solutions, including technology, to provide educational programs to residents (e.g., Hands-Only CPR, emergency preparedness, home fire safety, business continuity planning, etc.)



GOAL 4.

ACHIEVE FINANCIAL STABILITY AND PREDICTABILITY TO PROVIDE CONSISTENT OPERATIONS

STRATEGIES:

1. Develop outreach efforts to promote loyalty of SFD's service
2. Maintain collaboration with the labor union's leadership while managing overall organizational costs to preserve financial stability.
3. Build out several scenarios around various community economic risks to accurately understand, plan, and prepare for potential impacts to service objectives.
4. Update long-term capital plan for SFD needs focusing on sustainability and flexibly.
5. Pro-actively plan and develop messaging for voter funding requests based on data.
6. Expand understanding of federal grant opportunities. Train Chiefs and managers to recognize the required roles and necessary contributions in each grant opportunity to ensure the SFD's ability to participate in future revenue streams.



GOAL 5. IMPROVE DEPARTMENT TRAINING SYSTEMS AND OPPORTUNITIES

STRATEGIES:

1. Provide a mixture of didactic and hands-on-training to exceed discipline-related minimum requirements.
2. Design and implement a formal leadership succession plan.
3. Design and implement a personnel management skills curriculum within the Officer Academy.
4. Evaluate the ongoing special operations training program (high risk/low frequency) and adjust/redesign the curriculum as necessary to meet future needs.



GOAL 6. MAINTAIN AND GROW COLLABORATIVE RELATIONSHIPS WITH COMMUNITY PARTNERS THAT WILL ENHANCE OUR SERVICE TO THE CUSTOMER

STRATEGIES:

1. Work with area healthcare providers and coalitions to evaluate regional opportunities for improved efficiency and effectiveness.
2. Improve the effectiveness of incident reduction programs (Behavioral Health Unit, CARES, Hot Spotters, Detox) by aligning resources and efforts.
3. Invest in programs that offer alternatives to traditional ambulance transport.
4. Execute automatic/supplemental agreements for response where possible and appropriate.
5. Continue to remain ahead of the healthcare change.
6. Continue to leverage areas of expertise to support Spokane Public Health Community Initiatives and Responses.





GOAL 7.

PROVIDE A HIGH STATE OF READINESS OF APPARATUS AND EQUIPMENT TO ENSURE A RESPONSE TO THE NEEDS OF OUR CUSTOMERS SAFELY AND EFFICIENTLY.

STRATEGIES:

1. Implement technology to automate repair tracking, invoicing, and communication with fleet.
2. Obtain timely repairs and upgrades to fire stations and other facilities.
3. Evaluate the apparatus replacement schedule to ensure safety for members and the public considering alternative financing and innovate solutions.
4. Increase the depth of reliable reserve apparatus and staff vehicles.

