



CITY OF SNOQUALMIE FIRE DEPARTMENT

2025-2030

STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and the City of Snoqualmie Fire Department (SFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Michael Bailey and all who participated for their commitment to this process.

This plan was developed in July 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders’ feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Adrienne Brady	Heather Dean	Jen Kirk	Diana Reul
Cara Christensen	Alice Friedel	Sherwood Korssjoen	Dorie Ross
Julie Chung	Joelle Gibson	Danna McCall	Marta Rothnie
Ellen Clark	Melissa Grant	Nichole Pas	Elizabeth Scott
Catherine Cotton	Shilpa Hastu	Katie Podschwit	Chris Stephen
Kelly Coughlin			

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the SFD, as named below.

Agency Stakeholders

Robert Angrisano	Kristen Favro	Nick Lathrop	Jessica Rellamas
Mike Bailey	Jake Fouts	Anna Meehan	Zach Schumann
Chris Brown	Quentin Heath	Peter O’Donnell	Bert Wolfe
Tyler Byrd	Robert Lasswell	Ben Parker	

Message from the Fire Chief

It is with great pride that I present to you the 2025-2030 Strategic Plan for the Snoqualmie Fire Department. While this is the 3rd strategic plan the department has produced, the second since being accredited, it is an important planning tool for the department that is worthy of update and refresh every five years. Having a community-driven strategic plan is an important piece of our department's success in providing services to our community. Understanding the needs of the community, coupled with the input from our department personnel, helps provide the vision and guidance needed to plan for the department's future and continued improvement.

Thank you to the team from the Center for Public Safety Excellence Technical Advisory Group for facilitating the creation of the plan and to the dedicated members of the community and this fire department for the time and effort they put into its completion.

This document will provide a roadmap for what we want to accomplish in the next five years. As I finish my first year at the helm of the department, I am looking forward to what is to come and the direction this strategic plan will give us for the future. The Snoqualmie Valley, and more importantly, the City of Snoqualmie is a truly wonderful place to live and work, and I am proud to be representing the amazing men and women of this department.

A handwritten signature in black ink, appearing to read "Michael Bailey". The signature is fluid and cursive, with a large, stylized "M" and "B".

Michael Bailey
Fire Chief

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Introduction

The community serviced by the City of Snoqualmie Fire Department (SFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the SFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The SFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the SFD serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the SFD's strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the SFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background



The City of Snoqualmie Fire Department was first organized in 1939 and was initially formed as a volunteer fire department. The department remained an all-volunteer organization until 1992 when they started the transition to a combination volunteer and career department. The long-standing tradition of volunteerism has remained in the department, with volunteer firefighters and EMS responders utilized to increase staffing to meet minimum established levels of service. SFD personnel have been highly effective in providing services and community involvement and have achieved a Washington Survey of Rating Bureau (WSRB) rating of 4. In addition, the agency is an internationally accredited fire department through the Center for Public Safety Excellence.

The SFD serves an approximate population of 14,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which The City of SFD considers, prepares, and deploys its resources and personnel.



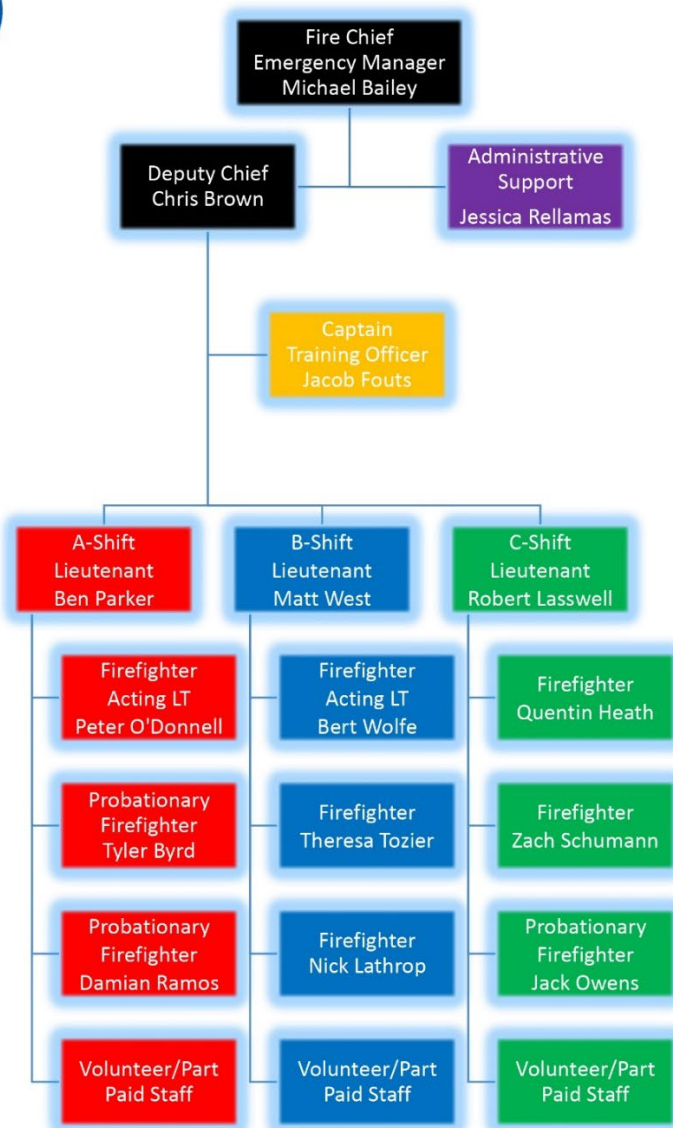
Today, SFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community, embracing excellence in all they do. The SFD continues to honor its community by providing quality services through its proactive focus on risks and deployment from one station that provides service to the 7.42-square-mile coverage area. Staffed with 12 career firefighters, 4 administrative personnel, and 13 EMS volunteers to support the community, SFD embraces its future vision and continued excellence in service delivery.

Looking ahead to 2025, the SFD anticipates the addition of three career firefighters and the delivery of a new engine in January, along with a new aid car in 2026. The SFD is also working to add seven new EMS volunteers by the end of 2025.



Snoqualmie Fire Department

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all SFD 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:

The City of Snoqualmie Fire Department is committed to providing superior community-based preparedness and emergency services in a timely and professional manner.



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 agreed upon by the entire group.

Service Excellence

Snoqualmie Fire Department personnel provide exceptional levels of service to those we serve.

Collaboration

Snoqualmie Fire Department collaborates with the community and partner agencies, enhancing the services we provide.

Responsive

Snoqualmie Fire Department personnel respond to the needs of the community safely, quickly, and with utmost professionalism and integrity.

Inclusive

Snoqualmie Fire Department promotes inclusiveness by empowering members, fostering partnerships, and enhancing public education to create an informed community.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the SFD to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the SFD and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the SFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

The City of Snoqualmie Fire Department and its members are committed to excellence by delivering equitable and compassionate services to our diverse community. We will embrace innovation in training and leverage response efforts with mutual aid partners to provide an all-hazards response for our city and surrounding communities.

The City of Snoqualmie Fire Department will:

- **Commit to professional development and member growth.**
- **Anticipate and exceed community expectations through innovation in training and service delivery.**
- **Provide excellent customer service through positive interactions with those we serve.**

Goals

Community feedback and the Strengths, Opportunities, Aspirations, Results (SOAR) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The SFD will now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Attract and retain qualified staff throughout the agency that provides for internal development and reduces attrition.



Train, prepare, and equip to enhance the current wildland program based on demands and needs to match the growth of the city and region while meeting or exceeding established department standards and performance benchmarks.



Acquire, maintain, and improve physical resources based on demands and needs to match the growth of the city and region while meeting or exceeding national standards.



Improve relationships with external stakeholders, including council, city departments, community groups, and regional partners, through enhanced communication and interaction, incorporating feedback into operations.

Conclusion

Working with community and department members from all levels, this strategic plan was developed, but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the SFD's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the SFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the SFD navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

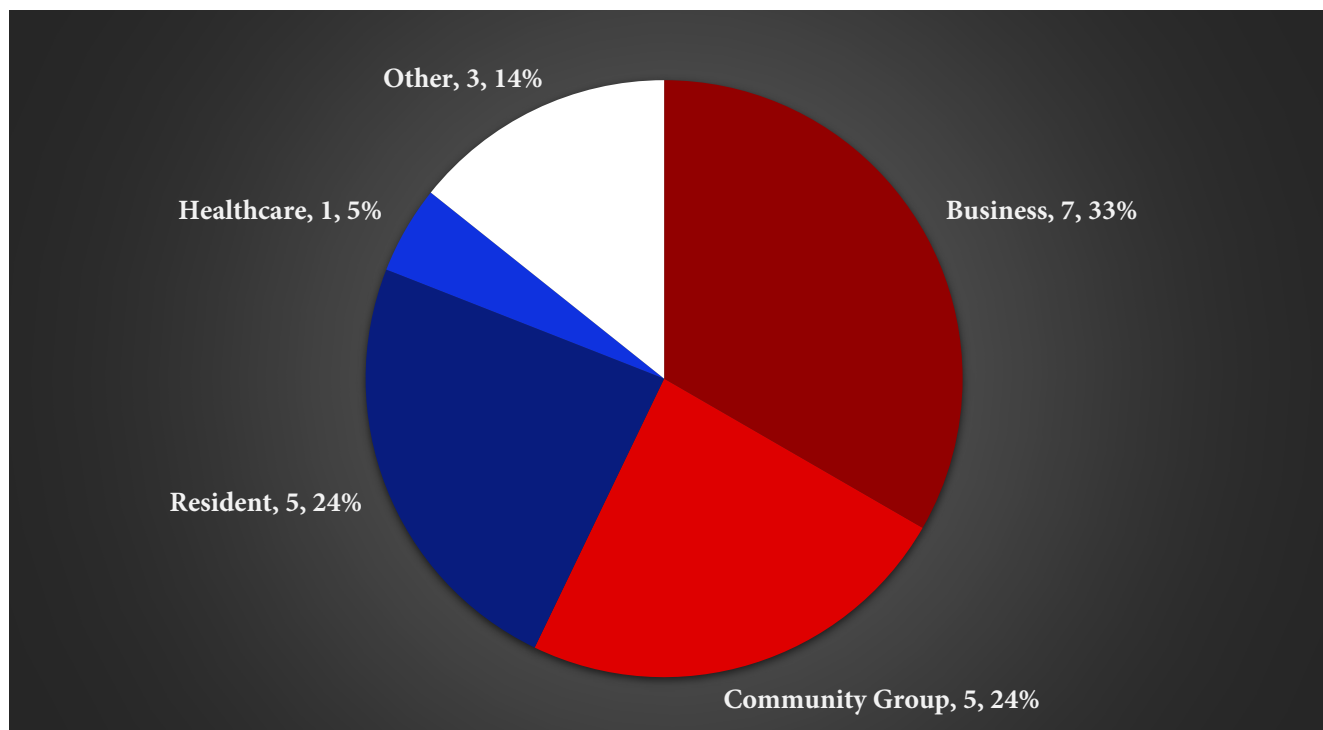
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The SFD demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the SFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the City of Snoqualmie Fire Department (in priority order)

1. Fast response. Respond quickly to emergencies with our regional partners. Quick response time for our community. To respond to any fire or medical emergency in a rapid, efficient manner. Prompt response when called. Speed of response to emergencies. Timely response to emergencies. Timely service. Fast response. (43)
2. Employee education. Training standards within the department are held to the highest levels, and both leaders and FF/EMTs are held accountable to those standards. Train for new likely scenarios. To stay proficient in skills and level of training to be able to mitigate any emergency crew is assigned to. Updated and ongoing training. Be knowledgeable about the community you serve - addresses, people who live in certain areas. High level of training and expertise. awareness to manage incidents correctly. Well-trained employees. (27)
3. Should have more than "1 way" at the I90 x 18. Being available for the community, what if have multiple emergencies - are not prepared. Be available to answer emergency calls when needed. No barriers to emergency situations - also create access to hospital. Excellent service. Provide a good response times and serve the community. (26)
4. Community education - best practices for prevention and involvement. Educate the public (including schools and businesses) so they can assist in preventing dangerous circumstances that could lead to the loss of life and destruction of property/reduced risk to our first responders. Education. I expect some programs to help youth have an idea of the services. More educational programs for house fire safety. Keeping up to date on training externally. Public education. (19)
5. Available in fire and inspection. Public communication. Work with local businesses on ways they can make our community safe-code enforcement. Community involvement/engagement. Open communications with the community. Involvement in the community from all levels. Other counties have junior sheriff - can we in Snoqualmie have a Junior Firefighter Program? Community engagement. Community involvement-community training (CPR/first aid). (15)
6. Emergency Medical Services. Take patients to the closest hospital, very rarely a need to bypass and go to Swedish. (11)
7. Fire prevention. Routinely monitor businesses and other areas in the city. Be a partner for local businesses who want to improve the safety of their facilities. Participate in drills with the hospital, make sure all staff are familiar with the facility. Forward-thinking on fire prevention and emergency management. (11)
8. Treat all employees and community members with respect. Stay dedicated and committed to the profession and community. Respect from FF/EMT on calls. Expect that every call be taken seriously and checked out. Professionalism - emergencies taken care of first and foremost. (11)
9. Emergency Management. Emergency management for community and tourist. (9)
10. Need to have an area that you can have a fire truck and ambulance. (5)
11. As a smallish department, I expect strong partnerships with the neighboring agencies, so all EMS/fire calls are responded to within industry standard service timelines. (5)
12. Maintaining equipment, resources, staffing recruitment. (3)
13. Wildland Urban Interface Fire Services. (1)
14. Work with community/businesses on disaster plan, having people (public) in place to assist if needed. (1)
15. As the community changes, that the department is looking ahead of those changes to beat the need before it happens. Example-do we have the equipment to deal with a fire at the multi-story hotel at the casino? (1)

Areas of Community Concern about the City of Snoqualmie Fire Department (verbatim, in priority order)

1. Enough personnel. Making sure they are fully staffed. Staffing to demand as the community population and freeway traffic at the I90/SR18 interchange increases. Being fully staffed to have quick response times, community is growing, is number of staff growing? Staffing levels and retention. Enough firefighters at any given time to respond to calls. Just like the police department, I feel we both are understaffed. Maintaining staff levels-budgetary staff cuts. (36)
2. Maintaining levels of service, even with increased call volumes, without burning out our staff. Being able to handle a large disaster (this is without doing any research on the subject). Ability to assist other departments when a large fire occurs. Lack of access to emergencies due to Hwy 18 construction and blocking traffic. Traffic-WSDOT closures from 90 causing backups in Snoqualmie-not allowing for emergency vehicles to get out. Everyday traffic and events that impact traffic patterns. (18)
3. More wildfire education. May be good to share what all services you offer; it is more than people are aware of. More public education and training on emergencies and disasters. (11)
4. Fully funded for competitive markets for staff. Priority of funding for equipment and staffing. Working within the budget of the city. Proper funding to maintain equipment, training, and staff. (10)
5. Emergency Management. FIFA - World Cup in the Snoqualmie Valley - emergency plan. Prepare businesses and residents in case of natural disasters and fire. FIFA/traffic control. (10)
6. Concern about code for historic downtown district not requiring sprinklers-may we request an analysis of downtown code-businesses lacking fire water, etc. How to protect houses close to woods from the wildfires and housefires from EVs. (10)
7. I worry that staff are overworked, especially leadership staff. Ensuring our first responders have access to peer support and mental health professionals to lessen the mental/emotional load on our volunteer and career firefighters/EMTs. Physical fitness and being able to perform all that the job requires. (9)
8. Fast communication during emergencies. Working proactively with the city & business owners in historic Snoqualmie downtown to address fire risks through education, audits, and consultation. Can we get a list of things that all residents should have in case of fire or any emergencies. (9)
9. Making sure they have proper equipment, up to date. Aging apparatus that are past service life and constantly needing repairs (out of service). Keeping engines too long. (9)
10. Wildfires getting closer every year. Ability to manage wildfires-is there enough support? (8)
11. I would love to see a strong initiative to ensure the hiring of black, Indigenous people of color (BIPOC), and female first responders to better represent our community. (5)
12. Location, location, location. (5)
13. New risks due to changing climate and technologies including climate change and lithium-ion batteries. (5)
14. Ability of the city and department to retain fire staff for periods of time (longer than probation) and maintain longevity with Snoqualmie Fire Department (incentives, pay, benefits, etc.) competitive with neighboring departments. (5)
15. Size of team and equipment in relation to population served. (5)

16. Rumors about discussions of merger/annexation and how that would impact or could impact the current department. Community education-major events, earthquakes, natural disasters, etc. (4)
17. Maintaining training, skills, and motivation in both career and volunteer staff. Proper and complete training of all fire personnel to avoid accidents to self on property. (2)

Positive Community Comments about the City of Snoqualmie Fire Department (verbatim, in no order)

- As the director of a low-barrier shelter agency, I have always felt so grateful for your training-informed team, who has always treated each of our clients with respect and dignity.
- Grateful for the opportunity to train our staff to call on you less during non-emergency medical situations; thank you for your patience with us!
- Professional – they fit the community “10”.
- Available and informed when asked.
- Supportive.
- Good communication w/public.
- Education for the public.
- Community outreach.
- Community forward.
- Fast response times.
- Professionalism on scenes, very personable and caring.
- Community outreach, transparency, and trust.
- Strong joint operations during an MCO.
- Open to community feedback to continually improve operations.
- Great community engagement and professionalism.
- Very well respected.
- Responsive and incredibly well trained to respond across many types of emergencies.
- Clear and caring communications during/after our building fire.
- Positive community engagement.
- Fast response times.
- Coordination w./other departments.
- From our recent fire at Snoqualmie Ice Cream - staff was great in keeping us informed.
- Members of the department are very nice at community events.
- Community involvement of both career and volunteer staff with events, public safety education, and community classes (schools, community groups, etc.).
- Commitment to community, service, and involvement.
- Snoqualmie Fire is a municipal department committed to the Snoqualmie Valley and not a merged fire organization such as some surrounding agencies.

- Ongoing volunteer program.
- Extremely respectful and professional staff at emergencies and in public.
- Constantly working to improve through training, accreditation, and allowing the public to have visibility into the fire department.
- Always friendly when you meet them in the grocery store, on the street, or anywhere else.
- Ready and willing to help out in any situation when approached.
- They held a community meeting on the safety of lithium batteries after on house had three fires. Appreciated the knowledge they gave to us.
- Quick response times for emergencies.
- Availability to speak with staff about concerns/questions at any time.
- Continue communication/updates via the city website and social media.
- Very involved in community events.
- Very approachable.
- For fire department, community feedback matters.
- Friendly, compassionate.
- Always working to improve.
- Using volunteers to help create a community.
- Active in the community, love to see the FD out at events w/ the old fire truck, engagement with youth is great.
- Community education - NARCAN classes/Stop the Bleed classes are fabulous.
- Great transparency with community (social media).
- A skilled, kind, and compassionate team.
- Great follow-up responsiveness.
- A team that has members who have served the valley for a long time.
- Friendly, kind, and great with the community.
- Aware of community priorities.
- Timely responses to all needs-emergency or not.
- Quick to respond.
- Put homeowner at ease while taking care of issues.
- Always friendly and helpful.
- Serving the community.
- Community engagement.
- Always planning for the future.
- Great strong volunteer program.

Other Community Comments about the City of Snoqualmie Fire Department (verbatim, in no order)

- You all are amazing and appreciated!
- Site at I90/18 for “stand by” –Northwest site to connect hospital.
- More classes for community first aid, CPR, and wildfire prevention.
- You guys ROCKED our MCO event at Snoqualmie Ice Cream.
- Bless you all for saving our building and the downtown core.
- Deeply grateful for all you do.
- Thank you for all of the hard work that you do.
- I had a concern about carbon monoxide in my house, and when I went to the station to talk to them, they immediately went to my home to check it out. I was very thankful nothing was wrong!
- Please start a program for middle and high school kids.
- We really need more information to help our community be ready for a disaster-fire, earthquake, and heat.
- SVH would be happy to give tours.
- We are lucky to have you in our community!



Community Stakeholder Work Session

Things the Community Feels the City of Snoqualmie Fire Department Should Change

(verbatim, in priority order)

1. Add welcome wagon for new businesses/residences aimed at safety/prevention. More community engagement. More community events to meet residents. More youth-involved programs. More community involvement. Being seen in the community more, community presence. (6)
2. More wildfire education. More education and engagement with downtown businesses about commercial fire safety issues. More public education. (3)
3. Work on better staff retention. FF/EMT retention. (2)
4. Staff that is more representative of community served (BIPOC, gender, etc.). (1)
5. Central point based on density. (1)
6. Continue aggressive work with Highway 18 construction to make sure public safety is maintained. (1)

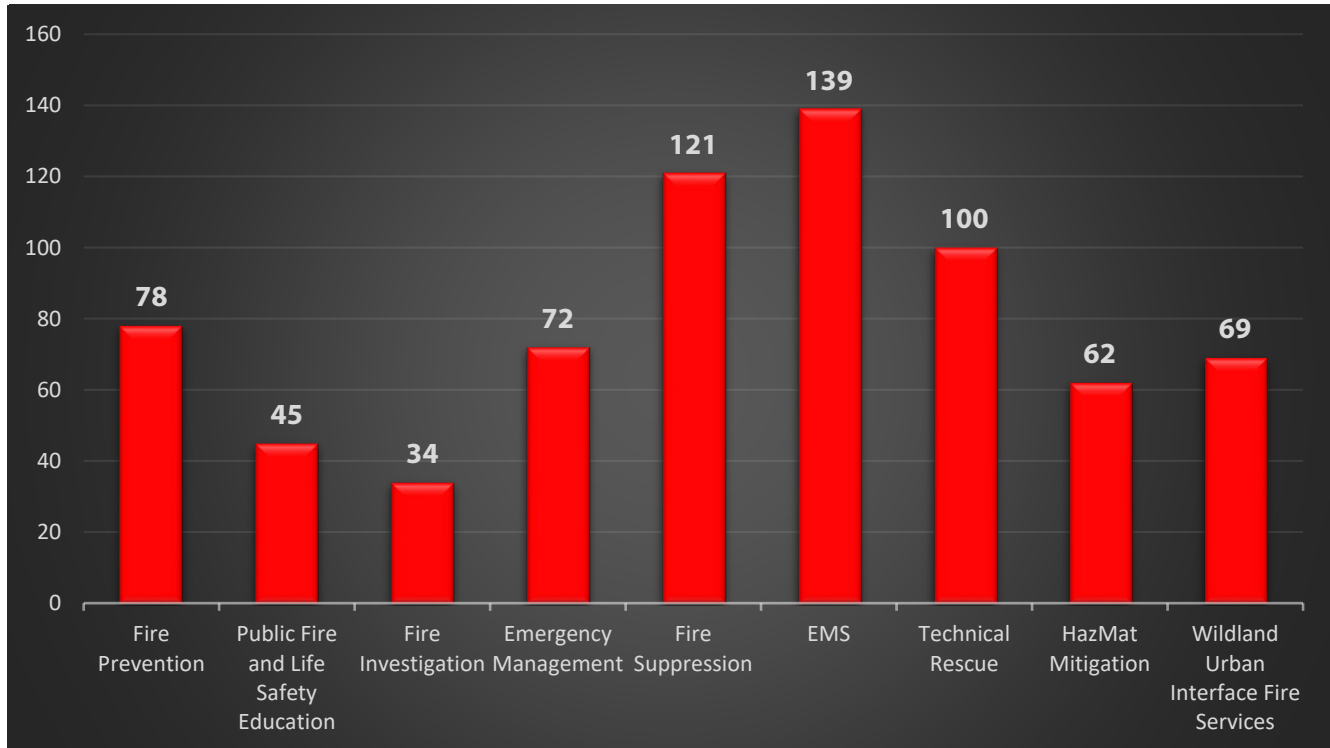
Things the Community Feels the City of Snoqualmie Fire Department Should NOT Change

(verbatim, in priority order)

1. How accessible they are to the community. Opportunities for public engagement and education prevention. Community involvement. Community involvement. Community partnerships - both business and resident involvement. Continue breakfast with firefighter event. Love the community involvement. The community focus. (8)
2. Personnel levels. Do not reduce staffing levels. (2)
3. No call too small. No call too small. (2)
4. Department's training and informed approach is fantastic. (1)
5. Good teamwork in fire and in inspection, they get a "10". (1)
6. Communications with residents. (1)
7. Wonderful firefighters you hire. (1)
8. Quick service. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the SFD to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the SFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the SFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

Appropriate and proactive training to do the job.	We currently have the equipment to do the job.
Good span of experience and mentorship in the department.	Well-loved by the community.
Family atmosphere of inclusiveness and good working environment.	Lieutenants can perform battalion work, and engineers can perform officer work.
Progressive, open-minded, and adaptable to evolving needs.	Solid policies, procedures, and ground rules.
Strong relationships with surrounding agencies.	Good people and strong internal relationships.
We "wear a lot of hats" well.	Adaptability/all-hazards response team ready.
Comradery and good energy.	Hold each other to high standards.
Currently meeting the department's emergency response needs to mitigate events in the community.	Volunteers feel integrated, supported, and valued on calls in the department.
Maximize usability of ground current staff and resources.	Department's flexibility to take on extra duties.
Volunteers round out the department, community events, etc.	Communication during morning huddles/transparency.
Diversity in thinking and approach among lieutenants and leadership.	We hire good people who are the right fit for the department.
A balance of harmony internally.	Good care for aging equipment and apparatus.
Supported by the community.	Safety mindedness.
Limited bureaucracy in place that allows access with city administration.	Individuals have a large voice in department changes and decisions than a larger department.
Quality of EMS care and training.	Ability to handle a large variety of calls for service.
Stabilize and mitigate all incidents independently.	Flexibility and adaptability of career staff overtime, etc.
We successfully run calls without the exact right equipment- i.e., brush fires without a brush truck.	Providing non-traditional services; paramedic services, opiate education, etc.

Opportunities

Create a hiring process for targeted skill sets for department needs.	Buy equipment and apparatus that aligns with the needs of the department over the five-year period.
Explore internal restructuring to improve efficiency and meet the community's needs.	Public education outreach and social media for emergency preparedness to the community.
Expand staffing support and day shifts with opportunities in prevention and public education.	Create ongoing communication with city leadership on the goals and needs of the department.
Leverage technology to streamline information sharing and storage.	Improved tracking system for apparatus, equipment, and station assets.
Utilize personnel interests and strengths to benefit the department and its programs.	Create a formalized mentorship program for operational growth.
Expand the opportunity for professional and personal growth.	Hold each other accountable for timelines and deadlines.
Develop a wildland firefighting program.	Address retention issues, work hours, pay, and benefits.
Utilize training and resources to create additional revenue streams; wildland deployment, first aid/CPR classes, etc.	

Aspirations

In five years, have a dedicated and fully funded capital improvement plan.	Money generated by the fire department is used to benefit the fire department's operations and needs.
In five years, staffing levels are proportional to call volume and service requirements.	In five years have a system in place that ensures a high level of technical response team training.
Be a department that is not a stepping stone to other departments.	Internal growth, no "broken you're out" policy to create career growth opportunities.
Ability to respond to two emergencies at the same time without a drop in quality or time, dual staffing.	Organizational planning culture that is not just reactive actions.
Make retirement/separation from the department internally controlled.	Re-establish the fire marshal position to alleviate additional work for operations.
In preparation for department growth, ensure station space and equipment is sufficient for all on-duty personnel.	Differentiate training requirements for lateral vs. entry-level firefighters and revamp the probation time.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Citizens have high approval rating of the department. - Members of the department enjoy working here. - Training is sufficient for all calls. - Meeting response time benchmarks. - Sno Valley benefits from our high level of training and good working relationships with partner agencies. - Extended shelf life of equipment and apparatus due to good upkeep and care. - A more informed public from enhanced use of social media. - Accrue additional funds from a wildland firefighting program. - Lesson carbon footprint and improve access/efficiency by utilizing more digital tracking. - Increased BIPOC/female representation would increase community trust. - Less burnout and increased morale from adequate staffing. - Improved retirement and separation with a smoother transition from work to personal life. - Funded fire marshal position creates less burden on other staff. - Adequate space and supplies for increased staffing. 	<ul style="list-style-type: none"> - A fully staffed department with a high level of retention. - New internal positions. - Creation of enterprise funds. - Purchasing equipment in line with forecasted needs. - Contracts in line with comparable. - Reduction in mandatory overtime. - A contract that meets and exceeds regional partners and agencies. - Five- or six-person minimum staffing. - Increased tenure to five years or greater. - Set admin ride-along for a day every month. - Utilize consortium/JATC training. - A formal study for additional stations. - Volunteers have tenure in the department. - Pancake breakfast success. - Strong support from city administration. - Seamless and coordinated response from partner agencies. - Appropriate training routine and use of time for lateral vs. entry firefighters. 	<ul style="list-style-type: none"> - Adding non-24-hour FTE's. - Reduction in unit utilization by hour. - Improvement in unit reliability. - A strategic plan for action. - Budget reflects department revenue. - Reduction in maintenance requests and increase in apparatus availability. - Improved outcomes on tech rescue calls. - Positive community surveys. - Bond and levy funding success. - Continued successful recruitment of new volunteers. - Involvement in the training consortium. - Continuity in emergency response with neighboring agencies. - Ability to perform as a single resource unit for all hazards. - New budget line items to utilize revenue streams that were fire department needs. - Larger budget for training and increased class attendance. - Increased social media interactions. - Increased number of subject matter experts involved with teaching at the consortium. - Better training and equipment to be able to respond to wildland both locally and regionally.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the SFD and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the SFD. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Retention <ul style="list-style-type: none"> ○ Competition with comparable agencies ○ City policies ○ Workload ○ Mental health ○ Opportunity for growth ○ Scheduling ○ Good vs. poor leadership ○ Mandatory overtime ○ Equipment 	Staffing <ul style="list-style-type: none"> ○ Recruitment and retention ○ Right people/right position ○ Workload ○ Morale ○ Training 	Retention
Wildland Program <ul style="list-style-type: none"> ○ Looming threat ○ Public education ○ Resources, tools, brush truck ○ Climate change and global warming ○ Training ○ Source of income from deployments 	Service Levels <ul style="list-style-type: none"> ○ New programs-wildland program ○ Re-evaluate current programs ○ Staffing levels and the needed number of personnel ○ Community preparedness and education 	Wildland Program
N/A	Equipment <ul style="list-style-type: none"> ○ Appropriate equipment for the task ○ Reliable equipment ○ Replacements and future needs ○ Innovation and selection of items 	Physical Resources
N/A	Communication <ul style="list-style-type: none"> ○ City and council education ○ Content and frequency of a united message ○ Alignment of goals between the city and department ○ Chain of command ○ Funding allocation 	External Relations

CITY OF SNOQUALMIE FIRE DEPARTMENT

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department 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.

Group 1	Group 2	Topic
Staffing <ul style="list-style-type: none"> ○ Stepping stone ○ Good vs. poor leadership ○ Pay ○ Benefits and Incentives ○ Opportunity for growth ○ Lowered candidate pool ○ Comradery and vibes ○ Recognition ○ BIPOC/gender equity ○ Tough probation period 	Staffing <ul style="list-style-type: none"> ○ Recruitment and retention ○ Right people/right position ○ Workload ○ Morale ○ Training 	Staffing
N/A	Industry Standards <ul style="list-style-type: none"> ○ Community involvement ○ Training standards ○ Roles and responsibilities 	Industry Standards



Agency Stakeholders Work Session

Strategic Initiatives

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

Retention Wildland Program Physical Resources External Relations

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.

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2025-2030 STRATEGIC PLAN