



BROWNS POINT / DASH POINT FIRE DEPARTMENT  
PIERCE COUNTY FIRE DISTRICT #13  
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# 2021 Work Plan

*Revised July 2020*

## ***Our Mission***

*In partnership with the community we serve, we create a safer fire district by providing quality Fire Protection and Emergency Medical Services (EMS) protecting the lives, property and environment of our citizens.*

## **WORK PLAN PROCESS**

The Fire District 13 annual planning process includes several key components. These consist of the development of a long-range plan (referred to as the Strategic Five-Year Plan) and the development of the next year plan (called the Work Plan). The Work Plan is derived from the Strategic Plan based on assessment of needs, priorities and anticipated budget.

Work Plan direction is based upon the overall goals for Fire District 13 as established in the Strategic Plan. Specific strategies are set which facilitate defining the objectives for the upcoming year. Each objective is then assigned to a resource with a projected due date and anticipated outcome.

## **GOALS & STRATEGIES**

The following goals with supporting strategies as outlined in our **Strategic Plan** provide the guidance for the department's activities for the remainder of 2020 and 2021.

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

#### ***Strategies:***

- Yearly review and update of the business plan, five-year strategic plan and annual work plan
- Review participation in professional partnerships
- Review succession plans for the Chief and Training Captain
- Continue to evaluate and maintain the SWOT (Strengths, Weakness, Opportunities, Threats) list
- Monitor and participate in district community development projects
- Evaluate levy rates and financing options to maintain facilities and services

## **GOAL 2: MANAGE COMMUNITY SERVICE THRU OUTREACH PROGRAMS AND COMMUNICATIONS**

### ***Strategies:***

- Provide community information via website and social media
- Participate in community activities
- Offer public education sessions for both children and adults

## **GOAL 3: EFFECTIVELY MANAGE RESOURCES**

### ***Strategies:***

- Update the fleet and equipment needs assessment, identifying replacements and upgrades needed
- Perform regular maintenance on all fleet and equipment
- Review and update the facility (station) assessment
- Maintain building facilities
- Monitor monthly expenses to budget

## **GOAL 4: EXPAND OPPORTUNITIES FOR OUR PERSONNEL**

### ***Strategies:***

- Assess paid and volunteer resource needs and turnover
- Review compensation plan
- Expand educational opportunities
- Provide mentoring and training to develop officers
- Continue to expand recruiting opportunities

## **OBJECTIVES**

The following are the 2021 Work Plan Objectives. These objectives are divided by the goal and strategies they support.

## **GOAL 1: PLANNING FOR THE FUTURE OF OUR ORGANIZATION AND THE COMMUNITIES WE SERVE**

**Objective 1:** Update the Business Plan, five-year Strategic Plan and annual Work Plan.

Lead: Commissioner Noll

Target Date: August 2020

**Objective 2:** Review participation in Fire District professional partnerships including Department Interlocal agreements.

Lead: Chief Jim Wassall

Target Date: January 2021

**Objective 3:** Review succession plan for the Chief and Training Captain.

Lead: Commissioner Noll/Commissioner Zuluaga

Target Date: April 2021

**Objective 4:** Continue to review and assess items related to SWOT (Strengths, Weakness, Opportunity, Threats) list.

Lead: Commissioner Malone

Target Date: April 2021

**Objective 5:** Monitor and participate in district community development projects, evaluating Town Center development service impact and identifying support requirements.

Lead: Commissioner Zuluaga

Target Date: Ongoing

**Objective 6:** Evaluate financing options with capital facilities and equipment needs.

Lead: Commissioner Noll/Commissioner Zuluaga

Target Date: Ongoing

## **GOAL 2: MANAGE COMMUNITY SERVICE THRU OUTREACH PROGRAMS AND COMMUNICATIONS**

**Objective 1:** Provide information to our community via our website, social media or other public boards; invite community members to Commissioner Meetings, offer an ongoing article in local publications and encourage local organization participation.

Lead: PIO

Target Date: Ongoing

**Objective 2:** Maintain visibility by participating in community activities.

Lead: Chief Jim Wassall

Target Date: Ongoing

**Objective 3:** Offer public education sessions.

Lead: Chief Jim Wassall

Target Date: Ongoing

## **GOAL 3: EFFECTIVELY MANAGE RESOURCES**

**Objective 1:** Review the fleet and equipment needs analysis, identifying upgrades and replacements needed, and perform regular maintenance on all fleet and equipment.

Lead: Chief Jim Wassall

Target Date: Ongoing

**Objective 2:** Complete a facility needs analysis, maintaining building facilities.

Lead: Chief Jim Wassall

Target Date: Ongoing

**Objective 3:** Monitor monthly expenses to ensure accountability and alignment to the yearly budget.

Lead: Chief Jim Wassall & Fire Commissioners

Target Date: Ongoing

**GOAL 4: EXPAND OPPORTUNITIES FOR OUR PERSONNEL**

**Objective 1:** Review compensation plan annually, assessing paid and volunteer resource needs and turnover, and preparing a plan to maintain continuity and service.

Lead: Commissioner Zuluaga

Target Date: Oct 2020

**Objective 2:** Expand educational opportunities to include financial support.

Lead: Chief Jim Wassall

Target Date: Ongoing

**Objective 3:** Provide mentoring and training to develop officers within our ranks.

Lead: Training Chief Les Sandstrom

Target Date: Ongoing

**Objective 4:** Continue to expand recruiting opportunities.

Lead: Chief Jim Wassall

Target Date: Ongoing